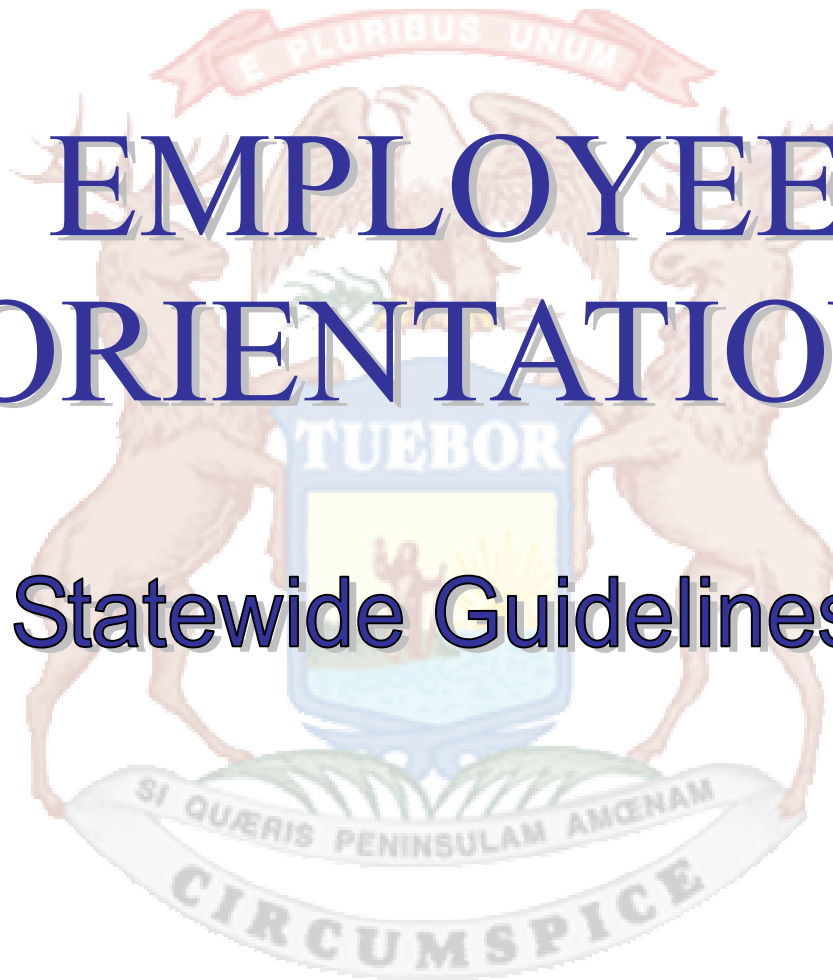


# State of Michigan

## EMPLOYEE ORIENTATION

### Statewide Guidelines



# State of Michigan

The Seal of the State of Michigan is centered in the background. It features a shield with a blue upper section containing the word "TUEBOR" and a yellow lower section with a figure of a Native American holding a bow and arrow. The shield is flanked by two red deer. Above the shield is a red banner with the Latin motto "E PLURIBUS UNUM". Below the shield is a white banner with the Latin motto "SI QUÆRIS PENINSULAM AMENAM CIRCUMSPICE".

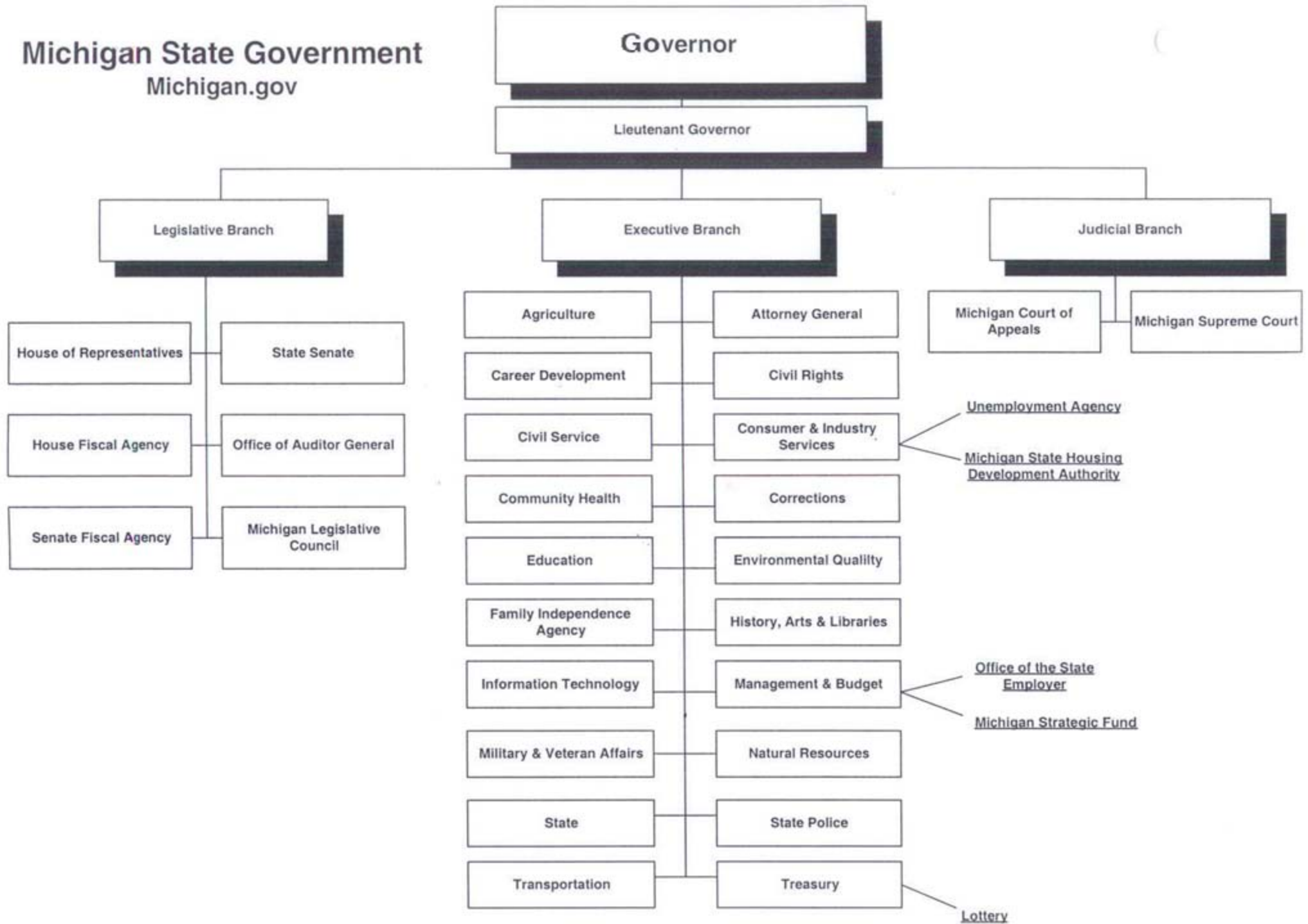
## EMPLOYEE ORIENTATION

### Statewide Guidelines

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# Michigan State Government

Michigan.gov



# Statewide Employee Orientation Guidelines

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- Bacal & Associates: A Quick Guide to Employee Orientation—Help for Managers & HR
- International Personnel Management Association (IPMA) Guidelines: Hiring a new employee? Seven Ways to Help your New Employee Make the Transition

Also included:

- Michigan Department of Civil Service, “*Working For Michigan: A Guide to State Agencies and Their Job Opportunities*,” January 2002.

 other-Table of Contents.doc/MT

# A- Introduction

# STATEWIDE EMPLOYEE ORIENTATION MODEL

## Introduction

Under joint sponsorship, the Department of Civil Service and the Office of the State Employer established the Human Resources Transformation Plan. The focus of the Plan is:

- ◆ To develop a collaborative statewide human resources plan to clarify the roles and responsibilities in the human resources community

The Human Resources Transformation Plan aspires to make the State of Michigan “a great place to work with inspired leadership, effective organizations, and proud and motivated employees.” One of the most important components to having proud and motivated employees is the quality of the employee orientation they receive.

***An effective employee orientation provides new employees a first look at the working environment within the State of Michigan, and can go a long way toward developing positive motivation, productivity, and retention of new employees.***

Objective 2.6 of the Human Resources Transformation Plan requires the creation of a *Statewide Employee Orientation Model* that is customizable and unique to departmental needs. All human resource offices and agency supervisors should utilize this model to assist them in conducting an effective employee orientation program. The benefit will be the firm foundation for a successful, long-term working relationship. The model serves a dual purpose:

- To provide a guide to ensure that all new employees receive *consistent* and *essential* information regarding State of Michigan rules, regulations, and benefits, along with the department’s mission, vision, and work rules.
- To provide human resource offices and agency supervisors with additional *suggestions* that may be appropriately utilized to enhance the employee orientation process.

The employee orientation model being provided herein includes the following:

- ◆ Introduction—Statewide Employee Orientation Model
- ◆ Pre-Employment Guidelines for Human Resource Offices and/or Supervisors
- ◆ Welcome Letters (*examples*)
- ◆ Hire Checklist (*Essential information that must be provided*)
- ◆ Manager/Supervisor Information
- ◆ Buddy Information
- ◆ Dress Codes (*examples*)
- ◆ Resources
- ◆ Employee Orientation Survey (*example*)
- ◆ Best Practices (*examples*)
- ◆ Brochure: *Working for Michigan, A Guide to State Agencies and Their Job Opportunities*

It's important to remember that an effective employee orientation program is an ongoing process. It takes time for a new employee to assimilate all of the information that has been provided. Incorporating an "employee call back" session within three to six months of the hire date provides an opportunity for the new employee to ask additional questions and seek clarification on information.



## ***Employee Orientation – A Lasting Impression***

Respectable treatment and thorough communication has significant impact on new employees and greatly affects their job satisfaction and opinion of your organization. A successful orientation goes well beyond the first day and continues to assist new employees as they adjust to their new environment. The better you are able to fully communicate and educate new employees, the more successful you are to satisfy the employees and reduce turnover.

An orientation program should be viewed as more than just filling out forms and finding the break room. If done effectively, it can ultimately boost employee retention and satisfaction. One of the most important components to having proud and motivated employees is to provide them with an informative and motivating employee orientation program. To assist HR offices in achieving this goal, the HR Transformation Team has developed these statewide employee orientation guidelines. These guidelines should be used by HR offices and agency supervisors to assist in conducting an effective employee orientation program. The guidelines ensure that all new employees receive *consistent* and *essential* information regarding State of Michigan policies, regulations, benefits, etc., and provide HR offices and supervisors with additional *suggestions* that may be utilized to further enhance the orientation process.

In addition to providing employees with essential information and having them complete necessary paperwork, an effective orientation should introduce new employees to various aspects of your agency. The following issues are of significant importance to employees and should be discussed with each employee by the HR Office or supervisor, as appropriate:

### **Physical Surroundings**

- ♦ Explain the floor plan of the building, including the location of restrooms, drinking fountains, and exits. Review fire drill and other emergency procedures.
- ♦ Review any safety features or hazardous material issues. Explain procedures for reporting safety concerns or on-the-job injuries or illnesses.
- ♦ Explain the telephone system, including employer policies regarding voice mail and phone usage.
- ♦ Discuss the computer system and any current employer policy and practice for monitoring electronic mail and Internet use.
- ♦ Review any employer policies and expectations regarding the use of equipment such as the photocopier, facsimile machine, and office supplies.

## **Work Schedule**

- ♦ Discuss expected work hours including the time and length of rest and lunch breaks.
- ♦ Provide information about holiday, vacation, and school participation leave schedules.
- ♦ Review rules for after-hours or weekend access to the office.

## **Payroll Issues**

- ♦ Discuss when and how paychecks are distributed and when the employee will receive his/her first paycheck.
- ♦ Review all time recording procedures, such as employee DCDS time entry, completion of a paper timesheet, or a time clock system.
- ♦ Explain the procedure and expected practice for sick days or unexpected annual leave. Let all new employees know how often they are expected to check in with their supervisor when they are sick.
- ♦ Review policies about punctuality.

## **Employee Benefits**

- ♦ Review the basics of all insurance plans and the retirement plan.
- ♦ Review the use of State of Michigan credit cards, travel expense vouchers, etc., as appropriate.

## **Job Expectations**

- ♦ Each employee needs to know what is expected of him or her. An informative job description is vital when explaining what the job involves and how it should be approached. Review the job description with the employee, describing the primary functions of the job, and provide the employee with a written copy. It may be helpful for the new employee to have an idea of what other employees' responsibilities are in the department. Depending on the position, it may be helpful to involve other employees in the training and orientation process.
- ♦ Explain any applicable probationary period. Discuss job performance ratings/evaluations and invite questions. Discuss the expected date for the employee's first performance evaluation and the factors/competencies that will be used for the evaluation. A supervisor or co-worker might be designated as a "buddy" for the employee and someone to whom the employee can go with questions.

## **Training**

- ♦ Explain the training process, including future opportunities that may develop. Don't make promises, but let the new employee know that there is room to grow. If an employee expresses interest in advancement, explain the skills that are needed for growth. An employee may also be referred to the Employment Information and Career Planning Services Office of the Michigan Department of Civil Service, where information can be obtained on state employment and career planning service.
- ♦ Explain education benefits provided for employees and any policies you may have on tuition reimbursement. If the employee is eligible, provide information about the Professional Development Fund.
- ♦ People learn in different ways, some by working with peers and some by reading or observing. The easiest way to discover the new employee's preferred style of learning is to ask him or her. Remember that accommodation may be required if the person has a learning disability.

## **Organizational Structure**

- ♦ Explain the chain of command for the department in which the new employee will work and provide a copy of the organizational chart. Identify and have the new employee meet his or her immediate supervisor as well as other managers with whom the employee may be involved.

## **Management Style**

- ♦ Let the employee know what to expect in terms of the supervisor's management style. If the supervisor appreciates suggestions for improvement, explain the process for submitting suggestions. Discuss the procedures for assigning work and for presenting finished projects. If staff meetings are held regularly, explain what subjects are addressed in those meetings.

# GETTING TO KNOW YOU

**Orientation programs should be more than just filling out forms and finding the lunchroom.**

**Done right, they can boost employee retention and satisfaction.**

**By Jennifer Hutchins**

If your first day on the job consists of trying to turn on your computer, wondering if your boss is invisible, eating lunch by yourself, and hoping you'll fit in better on your second day, it's likely that things will go downhill from there. Effective orientation not only gives employees the ins and outs of their job requirements, but also welcomes them into the company culture. ♦ In an effort to standardize orientation training for its worldwide workforce, Bausch & Lomb Inc. is rolling out several new tools for its HR managers. "At one time, orientation was a nice thing to do," says Clay Osborne, vice president of workforce development and diversity for Bausch & Lomb. "Today, most companies see it as critical to success." The global eye-care company and manufacturer has its headquarters in Rochester, New York, and employs about 12,000 people in 35 countries. Within the next few months, it will introduce three orientation tools: an interactive online video, HR managers' guidelines, and a mentoring program. ♦ Bausch & Lomb's HR managers will combine these tools with their own laundry list of items, such as how to fill out time sheets and benefits forms, and tailor their programs for local workforces. The tools seek to promote company values and culture, an approach that moves away from traditional programs. "It's really a philosophical difference," Osborne explains. "The emphasis is on communicating principles and values and how the new employee can participate and contribute. In the past, orientation programs focused on the technical aspects, such as how to get into the 401(k). We believe that it's the culture and the values that determine success at Bausch & Lomb."

New employees can be compared to immigrants, says Howard Klein, assistant professor of management and human resources at Ohio State University. "They need to learn the history, rules, people, language, and culture, as well as performance expectations," he explains. "There are three different levels of orientation. Job issues are at the bottom and organizational issues at the top. In the middle are issues related to the employee's workgroup, division, or unit." While rules and policies are important, Klein adds, it is understanding things the company values that helps people feel like part of the organization they work for. This increases their sense of belonging and their commitment.

Bausch & Lomb's new video and guidelines promote such core values as teamwork, communication, creativity, diversity, learning, trust, and quality. The company wants to instill these ideas into the employees' daily work life, thereby fostering the desired culture throughout the organization. Ideally, employees carry these ideas with them when they move to new job positions, different divisions, or even a new country. The orientation tools were developed by an international team of HR managers and will eventually be offered in several languages.

"It is more true now than ever before that the way people are hired, oriented, trained, recognized, and compensated sends a powerful message about what truly is valued in a company," says Simon Tsang, vice president of HR for Asia at Bausch & Lomb.

By focusing on organizational issues from the get-go, the orientation is designed to quickly integrate new talent. "I think global companies like Bausch & Lomb have a greater need to give employees standardized employee orientation programs," says Osborne. "Many of the principles and values need to be inculcated early, because change occurs so fast.

## **Building community**

Technology is also altering the face of orientation programs. It is no longer necessary for employees to be tied to a physical workplace, yet they still must learn the ropes and share the employer's mission. CDG & Associates Inc. is a virtual organization with 75 consultants scattered around the country. The consultants, who install HRIS systems, are linked through computer networks rather than by location. CDG combats the geographic distance by fostering a sense of shared culture and values from the start. "We begin the orientation process during recruitment," explains CDG founder and President Cynthia Driskill. "We have the candidate sign a non-disclosure form and then disclose as much as we can about the company in the beginning. We continue that openness throughout the orientation process and beyond."

New consultants spend from one to three weeks at CDG's main office in Dallas learning everything from how to use their laptops and file expense reports to the ins and outs of the employee stock ownership plan. Psychological profiling helps them to see where they fit into the organization. The orientation process also includes seminars in communication. Consultants are assigned to new-hire partners who can provide guidance once they are out in the field. As a "virtual introduction," newcomers post photos of themselves on the CDG Intranet along with brief bios that include work history and hobbies. This way, colleagues who have been working in different parts of the country recognize each other's faces when they gather at the company's annual meeting.

New consultants also work through a practice application or, in some cases, real-life assignments. Putting employees to work right away is a good idea, says Charles Cadwell, consultant and author of *New Employee Orientation: A Practical Guide for Supervisors* (Crisp Publications, 1988). "The employees are looking to show their stuff and not to sit around."

Bill Duncan has been a consultant for CDG for less than a year. During his orientation, he had the chance to work on a major proposal project. He said his colleagues treated him as an equal, rather than as the new guy. He also felt familiar with his company when he went out into the field on his own. Duncan also was impressed that company experts conducted the orientation training. The CFO explained how to report time and expenses, the IT manager presented computer information, the HR manager presented benefits, and so on.

CDG has a retention rate of more than 93 percent, which Driskill attributes to the intensive orientation and the firm's nurturing environment. "The more prepared consultants are before they start their daily responsibilities, the less management overhead they require," she says.

### **Steps to effective orientation**

Employee orientation begins the moment you hire someone and goes beyond the initial introduction, according to Cadwell. It can take up to a year for the employee to be fully integrated into the company. He offers five objectives for orientation.

- **Make the person feel welcome.** "One thing I always notice is that when an employee leaves there's a party, but when they arrive there isn't," says Caldwell. Why not reinforce the excitement that the new hire has arrived?"
- **Develop positive perceptions about the employer.** For one thing, the supervisor should be personally involved in orientation, says Cadwell. The boss should be present at the start of the workday, at lunchtime, and at the end of the day. If the supervisor has a lunchtime conflict, she should arrange a lunch partner for the new employee.
- **Confirm the job decision.** The employee should finish his first day feeling that he has made the right choice and has joined just the type of company he wants to work for.
- **Reduce training time.** If the employee feels comfortable in his surroundings and has taken care of details, such as signing up for benefits he will be able to focus on training. "Don't spend the whole day doing paperwork and procedures." Cadwell says, "Spread it out and do a little bit each day."
- **Put new employees at ease.** The experience should make them feel comfortable with their workplace and with their colleagues. ■

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Jennifer Hutchins is a freelance writer based in Rochester, New York

## B - Pre-Employment



**STATE OF MICHIGAN**  
**HUMAN RESOURCE OFFICE/SUPERVISOR**  
**PRE-EMPLOYMENT GUIDELINES**

The following pre-employment guidelines are recommended to help welcome the employee prior to start date and to simplify the new hire orientation process.

1. Mail a **“Welcome Kit”** to the employee’s home address at least one week before start date. The kit should include:
  - A congratulatory/confirmation letter
  - Agency employee handbook (if available)
  - Agency organizational chart
  - Benefits information and forms
  - Parking information
  - Map of work location
  - Dress code information
  - Work schedule
  - Other information to better prepare your new employee for their first day of work
2. Notify relevant managers and coworkers of new employee’s arrival (e-mail, Intranet, memo, staff meeting etc.).
3. Prepare new employee’s work area with the following (not all inclusive):
  - Computer
  - Telephone
  - Employee name plate
  - Standard office supplies (pens, paper, desk calendar, stapler, etc.)
  - Departmental/State telephone directory
  - Small supply of business cards, if appropriate
4. Coordinate appropriate first work assignment.
5. Assign a “buddy” to the new employee and explain the role.

## C - Welcome Letters



JOHN ENGLER  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF CIVIL SERVICE  
LANSING

JOHN F. LOPEZ  
STATE PERSONNEL DIRECTOR

*(To new **non-state** employee from the HR Office)*

{Current date}

{Employee Name/Address}

Dear Mr./Ms:

This is to confirm our conditional offer of employment to you for a permanent full-time {position title} position in the Bureau of Human Resource Services effective Sunday, {date}. Your starting rate of pay will be \$\_\_\_\_\_ per hour; you will be eligible for reallocation of your position to the P11 level and a pay increase following one year of satisfactory service.

*This is a conditional offer of employment. Civil Service Rule 1-7 requires that all persons who are not currently state employees submit to and pass a pre-employment drug test prior to their actual appointment to the classified service. **Enclosed is a Custody and Control Form that you need to take with you to a test site where you will be required to provide a urine sample for the test; included is a listing of approved test sites in this area. You will be required to have picture identification when you go for testing. An appointment is not necessary, however, you must be tested within 24 hours of receipt of this letter or this conditional offer of employment is withdrawn. We will be in contact with you when we have received the results of the test, which normally is in three to five days. If you test positive, refuse to be tested, interfere with the testing procedure, or tamper with a test sample, this conditional offer of employment is withdrawn.***

If the result of the pre-employment drug test is negative, you will be expected to report to the Personnel Office located on the second floor of the Capitol Commons Center at 8:00 a.m. on Monday, {start date}. At the time of hire we will need to make a copy of your driver's license and social security card. Enclosed please find insurance and beneficiary designation forms that you may prefer to complete prior to your start date and bring with you on March 4th. If you have any questions about the forms or coverage, just bring the forms with you and we will assist you in completing them during your orientation. Documentation for those persons you will have on your insurance contract must be provided as indicated on the enclosed information sheet.

Enclosed please find a copy of the Department of Civil Service Employee Handbook so that you may have an opportunity to review it prior to your hire date.

{Employee Name}  
{Date}  
Page 2

We wish to welcome you to our staff and look forward to seeing you on March 19<sup>th</sup>.  
If you have any questions, please feel free to contact me at (517) {number}.

Sincerely,

{Name}  
Assistant Personnel Director

Enclosures

CC: {name}, DATC (C&C Form: 41690120)  
{supervisor}



JOHN ENGLER  
GOVERNOR

STATE OF MICHIGAN  
DEPARTMENT OF CIVIL SERVICE  
LANSING

JOHN F. LOPEZ  
STATE PERSONNEL DIRECTOR

(To the new **State** employee from the HR Office)  
{Current Date}

{Employee Name}  
{Employee Address}

Dear Mr./Ms:

This is to confirm our offer of employment to you for a permanent full-time {Position Title} position in the Bureau of {section} of the Michigan Department of Civil Service. Your effective date of employment with this department will be Sunday, {date}. Please report to the Personnel Office on the second floor of the Capitol Commons Center at 7:30 a.m. on Monday, {date}.

At the time of hire we will need to make a copy of your driver's license and social security card. Enclosed please find insurance and beneficiary designation forms that you may prefer to complete prior to your start date and bring with you on March 4th. If you have any questions about the forms or coverage, just bring the forms with you and we will assist you in completing them during your orientation. Documentation for those persons you will have on your insurance contract must be provided as indicated on the enclosed information sheet.

Your normal work schedule will be from 7:30 a.m. – 4:30 p.m., Monday through Friday. Your starting rate of pay will be \$\_\_\_\_\_ per hour.

So that you may review the Department of Civil Service Employee Handbook prior to your start date if you wish, we are also enclosing a copy of it with this letter. We request that you please bring this handbook with you when you report for work on {date}.

We wish to welcome you to our staff and we hope you will enjoy your new position with the Department of Civil Service!

If you have any questions, feel free to contact me at (517) {number}.

Sincerely,

{name}  
Personnel Specialist

Enclosures

cc:

# **Welcome Letter**

## **(To the New Employee from Human Resource Dept/Function)**

*{Today's Date}*

*{Employee's Name}*  
*{Employee's Address}*

Dear *{Employee's Name}*;

I want to formally confirm your acceptance of our employment offer to begin work on *{start date}* as *{job title}*. When you arrive at *{arrival time}*, please come to my office in the human resource department at *{building and room number}*.

You may park outside the building (or) use the parking ramp *{give location}*. Your first morning will be spent with one of the human resource representatives *{provide name if possible}*. We will help you enroll in our payroll and benefit systems. To prepare you to make some of those decisions, some blank forms and pamphlets are enclosed.

We will give you a facility tour before you report to work. The welcoming committee is looking forward to meeting you.

If you have questions before *{start date}*, please give me a call at *{HR Manager's phone number}*.

Sincerely,

*{Human Resource Manager's Name}*  
*{Human Resource Manager's title}*

enclosures: benefit & payroll information, parking information

# Sample Welcome Letter

## (To new employee from Supervisor)

*{Today's Date}*

*{Employee's Name}*  
*{Employee's Address}*

Dear *{Employee's Name}*:

On behalf of our entire department, I would like to welcome you to *{Organization's Name}*. We are looking forward to your joining us as a *new {job title}* on *{start date}*.

To help you become more familiar with your new job, I've enclosed a current job description. For your information, I have enclosed a current *{organizational}* newsletter as well as the names and job titles of your co-workers.

I've also prepared your work area for your arrival. When you arrive on *{start date}*, you will have an opportunity to meet with the other staff. I'll also assign you a "buddy" who will serve as a guide during your first few days. Your "buddy" can be a helpful resource to answer a number of questions. If you have questions prior to your start date, feel free to call me at *{telephone number}*.

We are all looking forward to your arrival.

Sincerely,

*{Supervisor's Name}*  
*{Supervisor's Title}*

enclosures: newsletter, job description, staff names

# **Welcome Letter**

## **(To the New Employee from the Director)**

*{Today's Date}*

*{Employee's Name}*  
*{Employee's Address}*

Dear *{Employee's Name}*:

Congratulations and welcome to *{Organization's Name}*! We are delighted you are going to join our organization as a new *{new employee's job title}*. Your role is critical in fulfilling the mission of our organization.

As you go through the orientation process, keep our mission in mind. We will do our best to help you become a productive member of our staff through orientation and training. In the next few weeks you will meet many coworkers, supervisors and managers. Feel free to let them know what you need to accomplish your new responsibilities. You will need to refer often to the written information you will receive. Ask your supervisor or contact person from the human resource department whenever questions arise.

We are looking forward to a long-term relationship and your success at *{Organization's name}*.

Sincerely,

*{Name of Director}*  
*{Title of the Agency Director or Department Director}*

enclosure: mission statement



## **SAMPLE WELCOME LETTER**

Date

Mr. New Hire  
Street  
City

Dear Mr. Hire

Congratulations on your new position with the Michigan Department of Transportation! I look forward to working with you as one of the newest members of our great team.

As with anyone starting a new job, I'm sure you have many questions. Many of the details you are probably wondering about are included in this letter and the enclosed paperwork. You also will take part in an orientation session during your first day of work. Please fill out the enclosed forms as completely as possible and bring them with you on that first day. If you have questions when filling out these forms you can visit [www.mdot.state.mi.us](http://www.mdot.state.mi.us) or call me at \_\_\_\_\_. Also, please bring your Social Security card and a picture ID (preferably your driver's license), and a current resume. When you come to work on your first day, please park in \_\_\_\_\_. Information on where you will normally park will be shared with you on that first day.

Some basic details regarding your job are as follows:

Starting Date:  
Work Hours:  
Work Location:  
Bureau/Division/District:  
Position Title:  
Position Type:  
Pay Rate:  
Bargaining Unit:

The Michigan Department of Transportation is a large organization, but at its heart are many dedicated people focused on delivering the best transportation-related projects for the people of Michigan. I'm sure you will soon learn why this department has earned the reputation of being an agency that can deliver today and be the go-to department of tomorrow.

Again, congratulations and welcome to the \_\_\_\_\_. If you have any questions before your first day of work, please do not hesitate to call me.

Sincerely,

Personnel Liaison  
Region/Bureau/Office of \_\_\_\_\_

Enclosures

***{NOTE: This letter should be printed with your departmental letterhead.}***

## **WELCOME TO MDOT!!**

Thanks for choosing to join our team. Given the high level of hiring standards in place, I know you must be a very qualified candidate to be offered your new position. So, congratulations on your achievements as well.

You are joining an organization that has a long, proud history of leadership in its field, and is nationally respected for its ability to reinvent itself to meet constantly changing demands. Nowhere in state government are the myths of public sector employment and service being put to rest faster than at the Michigan Department of Transportation.

As you get to know your way around, you'll find MDOT has a lot to offer:

- Depths of incredible technical expertise in a surprising variety of areas,
- Computer and technology systems so good we sell applications to other state governments, agencies, and private sector firms,
- And a team of people – at every level in every facility – that daily rises to the challenge of inventing new solutions, meeting new demands, and creating the most effective transportation department on the continent.

You'll also find that we are very proud of what we do. Not only for the innovative way we do our work, but also because of how important it is to our friends, relatives, and neighbors. Our transportation system makes a huge contribution to the safety, convenience, and economy of Michigan. (Did you know that our state's transportation network handles roughly the same amount of trade with Ontario, Canada that all of the United States does with Japan?) I sincerely hope you will quickly find this sense of pride contagious.

We've been getting better, day by day, for nearly 100 years now. We have a reputation for being the agency that can deliver today, and be the go-to department of tomorrow. We do that by regularly bringing smart new people to our team. People like you help us succeed by finding success for themselves.

In whatever position you are initially joining us, I expect you to be curious, ask questions, learn all you can about how we operate, and why we do things the way we do. You should concentrate on getting good at what you do, and then do the most important thing you can for our department: figure out how to do it better!

## D - Hire Checklists

## **Employee Orientation Links**

The material contained herein is for reference and preview of information. It is not intended to replace a personal interview during the new employee orientation hiring process. It does not contain orientation information that might be unique to or customized by any individual state agency.

State Government Information  
Benefits  
Leave Information  
Payroll Information

Policy Information  
Tax Deferral Information  
Miscellaneous Information  
Agency Specific Employee Orientation

### **State Government Information**

- Brochure "Working for Michigan":  
[http://www.michigan.gov/documents/other-WorkingforMichiganWorking\\_26774\\_7.pdf](http://www.michigan.gov/documents/other-WorkingforMichiganWorking_26774_7.pdf)
- State of Michigan organizational chart :  
[http://www.michigan.gov/documents/MichiganStateGovernmentOrgChart\\_26700\\_7.pdf](http://www.michigan.gov/documents/MichiganStateGovernmentOrgChart_26700_7.pdf)

### **Benefits**

- COBRA:  
<http://www.michigan.gov/ose/1,1607,7-143-6100-13735--,00.html>  
COBRA Form:  
[http://www.michigan.gov/documents/DMB1499\\_30049\\_7.pdf](http://www.michigan.gov/documents/DMB1499_30049_7.pdf)
- Insurance Premiums:  
[http://www.michigan.gov/ose/1,1607,7-143-6100\\_6649---,00.html](http://www.michigan.gov/ose/1,1607,7-143-6100_6649---,00.html)
- Long Term Care (LTC):  
<http://stateofmichigan.metlife.com>
- Mutual of Omaha (Accidental Death & Dismemberment):  
<http://www.jcwalters.com/som.html>
- Group Sponsored Insurances  
Note: Health Insurance carrier options are based on residence location  
Health insurance  
Dental insurance  
Life Insurance  
Vision Care Benefits  
Long Term Disability  
General Information for all insurances:  
[http://www.michigan.gov/ose/1,1607,7-143-6100\\_6648---,00.html](http://www.michigan.gov/ose/1,1607,7-143-6100_6648---,00.html)  
Information by Bargaining Unit:  
[http://www.michigan.gov/ose/1,1607,7-143-6100\\_6645---,00.html](http://www.michigan.gov/ose/1,1607,7-143-6100_6645---,00.html)

**Application Form:**

**New employees required to complete and sign**

[http://www.michigan.gov/documents/DMB1696v2\\_7509\\_7.pdf](http://www.michigan.gov/documents/DMB1696v2_7509_7.pdf)

**Life Insurance Beneficiary Form:**

**Employee required to complete and sign**

[http://www.michigan.gov/documents/dmb1223ose\\_7490\\_7.pdf](http://www.michigan.gov/documents/dmb1223ose_7490_7.pdf)

## **Leave information**

- **Annual Leave:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20163--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20163--,00.html)
- **Leaves of Absence:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20143--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20143--,00.html)
  - Family Care Leave and Medical Leave**
  - Leave of Absence with pay**
  - Leave of Absence without pay**
  - Medical Leave**
  - Parental Leave**
  - Waived Rights Leave**
- **Military Leave:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8155-18956--,0.html#Section2-14bottom](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8155-18956--,0.html#Section2-14bottom)
  - Advisory Bulletin 557-02:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8151\\_9855-30530--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8151_9855-30530--,00.html)
  - Appointing Authority Letter CS-6969:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8152\\_9795-20265--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8152_9795-20265--,00.html)
- **School Participation Leave:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20163--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20163--,00.html)
  - Form:**  
[http://www.michigan.gov/documents/DMB-14-OSE\\_7256\\_7.pdf](http://www.michigan.gov/documents/DMB-14-OSE_7256_7.pdf)
- **Sick Leave:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20165--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20165--,00.html)

## **Payroll information**

- **Defined Contribution Plan:**  
[http://www.michigan.gov/ors/1,1607,7-144-6183\\_9859---,00.html](http://www.michigan.gov/ors/1,1607,7-144-6183_9859---,00.html)
- **Direct Deposit/Electronic Funds Transfer (EFT):**  
<http://www.michigan.gov/treasury/1,1607,7-121-3773---F,00.html>
  - Form:**  
<http://www.michigan.gov/treasury/1,1607,7-121-3773-6675--F,00.html>
  - Employees can also sign-up for direct deposit in Employee Self-Service:**  
<http://hrmntraining.main.state.mi.us/HRMNSSA.htm>
- **Final Compensation Beneficiary Designation Form:**  
<http://www.michigan.gov/mdcs/1,1607,7-147--22736--,00.html#CS140>
- **Longevity Information:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20149--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20149--,00.html)

- **Paid Holidays:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20159--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20159--,00.html)
- **Paydays:**  
<http://www.secu.org/pdf/secu2002calendar.pdf>
- **Savings Bonds:**  
<http://www.savingsbonds.gov/mar/marprs.htm>  
Savings Bond Enrollment Form:  
Obtain from your Human Resources Office
- **State Employees Combined Campaign (SECC):**  
<http://www.misecc.org/>
- **Income Tax Withholding:**  
Federal Withholding Form W-4:  
[http://www.irs.ustreas.gov/pub/irs-pdf/fw4\\_02.pdf](http://www.irs.ustreas.gov/pub/irs-pdf/fw4_02.pdf)  
Michigan Withholding Form MI W-4:  
[http://www.michigan.gov/documents/mw4fi9\\_3445\\_7.pdf](http://www.michigan.gov/documents/mw4fi9_3445_7.pdf)  
City Withholding Form:  
Obtain the from your Human Resources office  
State employees can go to their Employee Self-Service site:  
<http://hrmtraining.main.state.mi.us/HRMNSSA.htm>  
Employment Eligibility Form I-9:  
<http://www.ins.usdoj.gov/graphics/formsfee/forms/files/i-9.pdf>

## **Policy Information**

- **Civil Service Rules:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8155---,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8155---,00.html)
- **Civil Service Regulations:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8154---,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8154---,00.html)
- **Conflict of Interest:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8155-18956--,00.html#Section2-8bottom](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8155-18956--,00.html#Section2-8bottom)
- **Disclosure of Interests and Conflicts:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8155-18956--,00.html#Section2-9bottom](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8155-18956--,00.html#Section2-9bottom)
- **Discriminatory Harassment:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20100--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20100--,00.html)
- **Drug and Alcohol Testing:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20154--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20154--,00.html)
- **Oath of Office:**  
<http://www.michigan.gov/mdcs/1,1607,7-147--22736--,00.html#CS314>
- **Performance Ratings:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20151--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20151--,00.html)
- **Probationary Period:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8155\\_18936--,00.html#Section3-6bottom](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8155_18936--,00.html#Section3-6bottom)

- **Supplemental Employment:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_8155\\_18956--,00.html#Section2-15bottom](http://www.michigan.gov/mdcs/1,1607,7-147-6877_8155_18956--,00.html#Section2-15bottom)
- **Travel Regulations:**  
<http://www.michigan.gov/dmb/1,1607,7-150-9141---,00.html>
- **Workplace Safety**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20148--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20148--,00.html)

## **Tax Deferral Programs**

- **Deferred Compensation Plan 1/457, Plan 11/401(k):**  
<http://stateofmi.csplans/>
- **Flexible Spending Accounts:**
  - General Information:**  
<http://www.michigan.gov/ose/1,1607,7-143-6095---,00.html>
  - Dependent Care Form:**  
[http://www.michigan.gov/documents/DMB-1557-OSE\\_7132\\_7.pdf](http://www.michigan.gov/documents/DMB-1557-OSE_7132_7.pdf)
  - Medical Care Form:**  
[http://www.michigan.gov/documents/DMB-1565-OSEmid\\_7468\\_7.pdf](http://www.michigan.gov/documents/DMB-1565-OSEmid_7468_7.pdf)
  - Qualified Parking:**
    - Enrollment Form:**  
[http://www.michigan.gov/documents/DMB-938\\_OSE\\_18480\\_7.pdf](http://www.michigan.gov/documents/DMB-938_OSE_18480_7.pdf)
    - Reimbursement Form:**  
[http://www.michigan.gov/documents/DMB-939OSE\\_18312\\_7.pdf](http://www.michigan.gov/documents/DMB-939OSE_18312_7.pdf)
    - Both forms available to state employees through Employee Self-Service:**  
<http://hrmntraining.main.state.mi.us/HRMNSSA.htm>
- **Michigan Education Savings Program:**  
<http://www.misaves.com>
- **Pre-tax Vendor Parking:**  
<http://www.michigan.gov/ose/1,1607,7-143-6095-16548--,00.html>

## **Miscellaneous information**

- **Employee Service Program:**  
[http://www.michigan.gov/ose/1,1607,7-143-6097\\_6273---,00.html](http://www.michigan.gov/ose/1,1607,7-143-6097_6273---,00.html)
- **Michigan Education Trust MET:**  
<http://www.michigan.gov/treasury/0,1607,7-121-3066---F,00.html>
- **Retirement Credit for Military Service:**  
[http://www.michigan.gov/mdcs/1,1607,7-147-6877\\_9788-20149--,00.html](http://www.michigan.gov/mdcs/1,1607,7-147-6877_9788-20149--,00.html)
- **Retirement Credit:**  
[http://www.michigan.gov/documents/R81C\\_15929\\_7.pdf](http://www.michigan.gov/documents/R81C_15929_7.pdf)
- **Professional Development Funds:** (Non-exclusively represented employees only)  
<http://www.michigan.gov/ose/1,1607,7-143--12426--,00.html>  
  - Form:**  
See your Human Resources office for Form DMB-115-OSE Professional Development Fund Reimbursement Application)

- **Retirement:**  
[www.michigan.gov/ors/](http://www.michigan.gov/ors/)
- **State of Michigan Employee Self-Service:**  
Apply for self-service password after employee has an ID number  
<http://hrmnssa.state.mi.us/>
- **Vendor Web Registration Notification:**  
<http://www.cpexpress.state.mi.us/>

### **Agency Specific Employee Orientation Information**

The following information is specific to each agency and should be provided to the employee:

- 1<sup>st</sup> Pay Date
- Accident/Injury Reporting
- Agency Policies/Work Rules
- Computer Usage
- DCDS/Timesheets
- Departmental Tuition Reimbursement
- Employee Handbook
- Equal Employment Opportunity Plan
- Family Medical Leave Act (FLMA)
- Mission and Vision Statement of the Department/Agency
- Organizational Chart of Agency
- Pay Rate/Step Increases/Reclassification
- Performance Pay Plan
- Picture ID Card and Security Card
- Position Description
- Union Membership Dues



# STATE OF MICHIGAN

## HUMAN RESOURCES

### CHECKLIST FOR NEW EMPLOYEE ORIENTATION

Name	Hire Date
Work Location	Immediate Supervisor
Position Title	Employee ID#

Human Resource Office/Agency Liaison: **The following items are considered *essential*. This information *must* be provided and each item must be discussed with the employee.**

#### Department/Agency Information

- ☐ Employee Handbook (If Available)
- ☐ Mission and Vision Statement of the Department/Agency
- ☐ Organizational Chart
- ☐ Position Description

#### State Government Information

- ☐ Brochure/Video "Working for Michigan"
- ☐ EEO
- ☐ Organizational Chart

#### Insurances

- ☐ COBRA
- ☐ \*Dental Care
- ☐ \*Health Care
- ☐ \*Life
- ☐ \*Long Term Care
- ☐ \*Long Term Disability
- ☐ \*Mutual of Omaha (Accidental Death & Dismemberment)
- ☐ Open Enrollment
- ☐ \*Vision Care

#### \*Income Tax Withholding Forms

**\*Form I-9** (Employment Eligibility Verification)

#### Tax Deferral Programs

- ☐ Deferred Compensation
- ☐ Flexible Spending Accounts
- ☐ Michigan Education Savings Program (state income tax)
- ☐ Pre-tax Parking (If Applicable)

#### Leave Information

- ☐ Annual Leave (Initial grant/accrual/Oct. 1 grant/AL probation)
- ☐ Sick Leave
- ☐ Leaves of Absence
- ☐ Family Medical Leave Act (FMLA)
- ☐ School Participation Leave

#### Payroll Information

- ☐ DCDS/Timesheets
- ☐ Electronic Funds Transfer (EFT)
- ☐ Longevity Information
- ☐ Paid Holidays
- ☐ Pay Days/1<sup>st</sup> Pay Date
- ☐ Pay Rate/Step Increases/Reclassification
- ☐ Performance Pay Plan (If Applicable)
- ☐ \*Retirement (Defined Contribution Plan)
- ☐ Savings Bonds
- ☐ State Employees Combined Campaign
- ☐ \*Union Membership Dues (if applicable)

**STATE OF MICHIGAN**  
**HUMAN RESOURCES**  
**CHECKLIST FOR NEW EMPLOYEE ORIENTATION**

**Policy Information**

- ☐ Agency Policies/Work Rules
- ☐ Civil Service Rules and Regulations [www.state.mi.us/mdcs](http://www.state.mi.us/mdcs)
- ☐ \*Conflict of Interest/Disclosure
- ☐ \*Discriminatory Harassment
- ☐ \*Drug and Alcohol Testing
- ☐ \*Oath of Office
- ☐ Performance Ratings
- ☐ Probationary Period
- ☐ Supplemental Employment
- ☐ \*Workplace Safety

**Miscellaneous**

- ☐ Accident/Injury Reporting
- ☐ \*Beneficiary Forms
- ☐ \*Computer Usage
- ☐ Emergency Contact Information
- ☐ Employee Service Program (ESP)
- ☐ Michigan Education Trust (MET)
- ☐ Notice of Military Service Credit Option
- ☐ Retirement Information
- ☐ State of Michigan, Employee Self Service
- ☐ Picture ID/Security Card
- ☐ Departmental Tuition Reimbursement (if available)
- ☐ Professional Development Fund (NEREs only)
- ☐ Vendor Web Registration Notification

**Employee Acknowledgement:** *I certify that I have received the above information from the Human Resource Office. It is my responsibility to read and comply with all departmental/Civil Service policies, rules, and regulations.*

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Orientation completed by: \_\_\_\_\_ Date: \_\_\_\_\_

**NOTE:** \* Form(s) must be completed by the employee and returned to the Human Resource Office.

# STATE OF MICHIGAN

## HUMAN RESOURCES

### CHECKLIST FOR NEW EMPLOYEE ORIENTATION

Name	Hire Date
Work Location	Immediate Supervisor
Position Title	Employee ID#

**Human Resources Office/Agency Liaison: The following items are considered essential. This information must be provided and each item must be discussed with the employee.**

**Department/Agency Information**

☐ Mission/Vision of the Department/Agency      ☐ Organizational Chart  
☐ Position Description      ☐ Employee Handbook (if available)

**State Government Information**

☐ Organizational Chart      ☐ Brochure/Video "Working for Michigan"      ☐ EEO

**Insurances**

☐ COBRA      ☐ \*Health Care      ☐ \*Dental Care  
☐ \*Life      ☐ \*Long Term Care      ☐ \*Long Term Disability  
☐ Open Enrollment      ☐ \*Vision Care      ☐ \*Mutual of Omaha (Accidental Death & Dismemberment)

**Income Tax Withholding Forms\***

☐ Provided

**Form I-9 (Employment Eligibility Verification)\***

☐ Provided

**Tax Deferral Programs**

☐ Deferred Compensation      ☐ Flexible Spending Accounts  
☐ Michigan Education Savings Program (state income tax)      ☐ Pre-tax Parking (if applicable)

**Leave Information**

☐ Annual Leave (Initial grant/ accrual/Oct.-1 grant/AL probation)      ☐ Sick Leave  
☐ School Participation Leave      ☐ Family Medical Leave (FMLA)      ☐ Leaves of Absence

**Payroll Information**

☐ DCDS/Timesheets      ☐ Electronic Funds Transfer (EFT)      ☐ Longevity Information  
☐ Paid Holidays      ☐ Pay Days/1<sup>st</sup> Pay Date      ☐ \*Retirement (Defined Contribution Plan)  
☐ Savings Bonds      ☐ State Employees Combined Campaign      ☐ \*Union Membership Dues (if applicable)  
☐ Pay Rate/Step Increases/Reclassification      ☐ Performance Pay Plan (if applicable)

**Policy Information**

☐ Agency Policies/Work Rules  
☐ Civil Service Rules and Regulations ([www.state.mi.us/mdcs](http://www.state.mi.us/mdcs))  
☐ \*Conflict of Interest/Disclosure      ☐ \*Discriminatory Harassment      ☐ \*Drug and Alcohol Testing  
☐ Probationary Period      ☐ Performance Ratings      ☐ Workplace Safety  
☐ \*Oath of Office      ☐ Supplemental Employment

**Miscellaneous**

☐ Emergency Contact Information      ☐ \*Computer Usage      ☐ Michigan Education Trust (MET)  
☐ Employee Service Program (ESP)      ☐ \*Beneficiary Forms      ☐ Accident/Injury Reporting  
☐ Notice of Military Service Credit Option      ☐ Picture ID/Security Card      ☐ Retirement Information  
☐ Dept. Tuition Reimbursement (if available)      ☐ Professional Development Fund (NEREs only)  
☐ State of Michigan, Employee Self Service      ☐ Vendor Web Registration Notification

**Employee Acknowledgement:** *I certify that I have received the above information from the Human Resource Office. It is my responsibility to read and comply with all departmental/Civil Service policies, rules, and regulations.*

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Orientation completed by \_\_\_\_\_ Date \_\_\_\_\_

## E - Manager/Supervisor Information

# STATE OF MICHIGAN

## HUMAN RESOURCE OFFICE/SUPERVISOR

### WORKSITE ORIENTATION GUIDELINES

***REMEMBER:*** *How new employees are treated and what information is provided to them during their first days and weeks on the job has significant impact on their satisfaction with their position and with your organization. Employee orientation is an ongoing process and is a very important component of employee motivation, productivity, and retention.*

During the first week of employment, it is **recommended** that the following functions be performed by the Human Resource Office or the immediate supervisor, as appropriate for your department:

#### Personal Introduction to Co-workers

#### Tour of Building (restrooms, breakrooms, drinking fountains, exits, etc.)

#### Discuss With Employee:

Work Schedule

Absenteeism/Tardiness Policy

Break/Lunch Periods

Time Reporting

Vacation Scheduling

Job Duties/Position Description

On-the-job Training (Introduce any manuals or reference material used on the job)

Performance Appraisal (Competencies and/or performance factors; include performance review period)

Telephone/Voice Mail Use

Personal Telephone Calls and Visitors

Computer Password(s) and Security/Computer Software/E-mail Use/Internet Use

Professional Development/Training Opportunities

The Assignment of a Buddy

Chain of Command

Confidentiality

Emergency Evacuation Procedures/Safety Issues

Travel Regulations, Lodging Directory, and Travel Reimbursement Process

<http://www.state.mi.us/dmb/mgmt/services/vts/>

State of Michigan Employment Opportunities

Vacancy Posting System ([www.state.mi.us/mdcs](http://www.state.mi.us/mdcs))

Agency Internal Vacancy Posting

Applicant Pools Maintained by Civil Service (exam processes)

**Employee Call Back Meeting:** Should be completed within three to six months of hire. This meeting provides an opportunity for the new employee to ask additional questions, raise any concerns, get clarification, etc.

## F - Buddy Information

## **Buddy Information**

In addition to training from the supervisor, the new employee should be paired with another staff member who is a veteran employee and is interested in being a buddy. A “buddy” is someone who partners with a new employee during their first three months of employment. The buddy offers advice and guidance to help foster and promote the professional development of a new employee. This person should be a superior performer in his or her own right and have good people skills. The buddy knows the ropes, so to speak, and can be an effective source of advice and encouragement. The buddy can offer seasoned experience in the form of training and socializing the new employee to the work place. The buddy should have a personal presence that will impress and persuade the new employee that the staff member is someone the employee can trust. Part of this role is to allow for a comfortable, more informal environment in which the employee can ask and receive information about the office culture and norms and those everyday, mostly unwritten, procedures and policies that help to explain how things really work. An element of the buddy’s responsibility is to help establish a sense of belonging for the new employee. With an effective buddy, a new employee will quickly become a contributing member to his or her new department.

### ***Buddy Selection Criteria***

- Demonstrates high performance.
- Is given time to be accessible to the new employee.
- Is skilled in the new employee’s job.
- Is proud of the organization.
- Is a peer of the new employee.
- Has patience and good communication and interpersonal skills.
- Wants to be a “buddy.”
- Is a positive role model (well regarded and accepted by current employees).
- Preferably, has been employed more than one year.

### ***Buddy Responsibilities***

- Be an informational resource for the new employee on policies, procedures, work rules, norms, etc.
- Help socialize the new employee.
- Assist in training the new employee.
- Be a tour guide.
- Identify resources.
- Provide introductions.

## **What a New Employee Expects from his or her Buddy**

- General advice.
- Guidance.
- Encouragement.
- Positive attitude from the buddy.
- Shared information is kept confidential.
- Honest feedback.
- Clear information.
- Help in understanding the culture of an organization and finding out how to get things done.
- Assistance in building networks and insight into how to make them effective and productive.
- Establishment of the best form of communication -- e-mail, telephone, in-person.

## ***Tips for Buddies***

- Don't worry about being perceived as the "expert." Your experience is important to the new employee.
- Be patient and positive. It takes time to develop a relationship. Don't try to cover everything right away. Buddies need to allow enough time for growth.
- Don't try to force a relationship.
- Look for a preferred style of communication and/or cultural identification
- Don't try to turn the new employee into your clone. That person may have a different style from yours. Let the new employee develop.
- Listening may be more important than giving advice.
- Don't be judgmental.
- Don't lose heart because of a new employee's failures. You cannot always ensure success, but you can help that person to begin again more intelligently. You can help them see a failed experience as valuable by honestly identifying where it went wrong. Buddies can often prevent failure from happening to a new employee a second time.
- Keep a good attitude and stay in a teaching spirit.

## ***Buddy Benefits***

- Give something back to your Department.
- Share accumulated knowledge and experience.
- Gain a better understanding of yourself through helping others.
- Maintain or create a fresh perspective.



## Buddy Check List

New Employee Name \_\_\_\_\_

Work Area \_\_\_\_\_ Start Date \_\_\_\_\_

When your new co-worker arrives, inform him/her of your role. The buddy is not a substitute for the supervisor. Any work-related problems (other than general work procedures) should go through the supervisor. Answer the new employee's questions regarding the environment and basic procedures in a positive way. Try to provide as much information as you can to help the new employee feel comfortable in the new environment and let him or her know that you are available to answer questions as needed.

On the new employee's first day in the assigned work area, help acquaint the employee to his or her new environment by providing a tour of the following areas (as applicable for your department/work area):

### Work Related Locations

- ☐ Other areas where work goes to and from
- ☐ Copier(s), printer(s), and fax(es)
- ☐ Other units you work with
- ☐ Mail room or deliver/pick-up procedures
- ☐ Location of job postings
- ☐ Recycling receptacles

### Other Locations

- ☐ Break room(s)/canteen
- ☐ Cafeteria or other places the employee can eat
- ☐ Restrooms
- ☐ Pay phones
- ☐ Information areas (HR materials, union, etc.)
- ☐ Lobby/security area
- ☐ Fire exits, fire safety equipment/alarms
- ☐ Supply area(s)
- ☐ Library
- ☐ Conference rooms
- ☐ ATM Machines

Also introduce the new employee to the following persons, as appropriate:

- ☐ Everyone in the employee's work area
- ☐ Lead workers and/or supervisors of other units you work with
- ☐ Secretaries
- ☐ Building Manager

## G - Dress Codes

# **Developing Your Dress Code Policy**

## DRESS PROGRAM BASICS

If you've decided business casual is a good fit for your company (whether you're expanding your dress code or starting anew) you'll need the right game plan.

But what is right for the Internet startups won't necessarily work for the investment bankers of the world. Custom-tailoring a business casual dress program takes careful consideration of employee needs, company culture, and the rights little point where style and professionalism meet.

After you've gotten down the basics, send your message in a way that it will be understood (some of our customers have found using visuals with written policy to be pretty effective, for example). Whether it means creating a casual dress task force or stating fun activities around the launch of your new dress program, it's up to you to discover what works best for your company.

And we've got plenty of suggestions to help get you started.

Do your homework:

### **Know the benefits of Business Casual**

Those who have taken the plunge say they think it has the following upsides:

- a virtually no-cost benefit to your company
- improves morale
- increases communication and productivity
- breaks down status barriers
- cuts down on dry-cleaning and other costs of traditional business attire

### **Know that the term “business casual” means different things to different companies.**

Several factors affect a company's “comfort level” with business and casual attire, such as:

- client contact
- how aggressive your plan is to adopt business casual dress (Fridays only or all week long?)
- company image
- job function diversity from department to department

### **Know your corporate culture**

Meeting styles and patterns of decision-making are as much a reflection of your company image as how your employees dress. Figure out where your company fits in, keeping in mind that professionalism should always go hand in hand with comfort and style.

### **Know what everyone else is thinking**

Set up a way to get feedback from the outset. For example:

- start a casual dress task force made up of people from various departments. (if you and other members of your management team agree, communicate both the “whats” and “whys” to employee, and you’ll probably have less policy editing and revising to do later).
- send a message (through supervisors, e-mails, memos, etc.) to employees that says you’re interested in either implementing a new dress policy, expanding it to more days, or improving your existing one.

### **Know how to communicate with employees**

Whether you feel using written guidelines, visual aids and/or orientation meetings is the right way to get your message across, have fun with it and make sure to emphasize the following points in your approach:

- why your company is adopting either a new or improved business casual policy
- what the benefits of business casual are (see above)
- the importance of always maintaining a positive, professional image with the change.

While you’re assembling written guidelines for your company’s business casual dress policy, you’ll want to keep a few factors in mind:

### **Be specific**

Give examples of acceptable, as well as unacceptable, apparel items. Keep in mind that even these can be misinterpreted. For example, saying that “knit tops are acceptable” still leaves margin for error (knit tops without holes that are not excessively worn or too revealing is what you really mean!).

### **Know the value of written guidelines**

While it doesn’t have to be your sole form of communication, getting it down in writing can certainly help, especially when you’re dealing with employees who don’t comply with policy (more on that in Enforcing Your Policy).

### **Pictures say a thousand words**

Incorporating visuals that show positive and negative examples of casual dress not only effectively clarifies the written word, but also gives employees new ideas. (As far as where to find your visual aids, check out various fashion magazines, apparel websites and catalogs that convey the image you’re shooting for).

Don’t assume that everyone has the same perception of terms like “casual” and “appropriate.”

So be sure to clarify what these terms mean in your company. You may also need more than one policy if your departments and job functions differ diversely throughout your company.

### **Give the “whys” behind the “whats”**

Underscore employees’ vital role in communicating corporate image through their dress (note that inappropriate workplace dress can be distracting or unprofessional). Make them understand that casual dress is for better comfort and productivity, but that yours remains a professional environment.

### **Expect some revisions once you’ve gotten feedback from employees and management**

Be open to feedback, but the more you do your homework, the less revising you’ll likely have to do.

Okay. We know you’re busy, but here’s a sampling of some fun ideas for kicking off your policy. Pick and choose as you see fit.

### **Use your company’s executive team to preview the policy**

After all, they’re your role models! If casual dress is a dramatic move for your company, you might schedule a day when the executive team dresses casually to preview the program. Send out an e-mail saying something to the effect of, “Have you noticed anything different about your manager today?” Then explain that they’re dressed according to the new business casual policy, which will go into effect soon. This gets management involved and shows employees what’s appropriate.

### **Use visuals**

Post photos of employees wearing “good fit” on a bulletin board in the employee lounge. Or maybe get creative dressing up a mannequin with acceptable business casual wear.

### **Show them where to find it**

Compile a list of casual clothing outfitters (retail, websites, catalogs) that carry items that meet with company approval.

### **Identify role models**

It’s not only up to supervisors and managers to ensure that dress policy is followed, but that they are the first to exemplify your policy goal. Since employees look to them for direction on a number of issues—including how casual to dress—you should make sure managers have the keenest understanding of what works.

### **Gift ‘em what they want**

Give employees gift certificates to get them started on their new business casual wardrobe.

**What you giveth, they can taketh away**

Print your written guidelines and illustrate them in a form employees can take away and reference later.

After the implementation period, you'll want to make sure everyone understands your policy goals.

**Be prepared to deal with employees who don't comply**

Always a delicate issue, but here are a few helpful tips:

- Call a private conference with the employee, expressing your genuine concern for their productivity and well-being.
- Before you meet, consider any underlying issues (e.g. frustration or burnout from a demanding work schedule) before giving guidance.
- During your meeting, start off by acknowledging that discussing attire is a sensitive personal issue and that you're certainly sympathetic to your employee's expression of personal style.
- You might broach the topic by saying something like, "It's really important that we stay professional, and lately some of your attire has been counter-productive." Then present them with some materials to look over and encourage them to come to you with questions.
- The more written and visual items you have on hand (to both enlighten your employee and deflect some of the possible tension) of what works, the smoother your meeting will go.
- Direct them to the [www.landsend.com](http://www.landsend.com) website or to different apparel catalogs that contain the look your company is after.

**Keep up with the times**

Since fashions are constantly evolving, you may want to periodically revisit your dress standards to ensure that they are current.

**Three doesn't have to be a crowd**

Some male supervisors may feel uncomfortable telling a female employee what she's wearing is too revealing or provocative (and, more importantly, distracting). If this is the case, a reasonable alternative is to ask a female supervisor or HR manager to join in on the meeting to discuss the problem.

**Let them know they're being heard**

Review employee feedback regularly. Let employees know you've heard their concerns and how you plan to adapt the program if necessary.

# **Examples of Dress Code Policies**



## **DRESS CODE**

The following information is intended to serve as a guide to help define appropriate casual business wear for all employees during designated casual days.

The Agency's primary objective is to have employees project a professional image while taking advantage of more casual and relaxed clothing. Casual dress offers an alternative to the business attire of dresses, suits, ties, and dress shoes.

On the other hand, not all casual clothing is appropriate for the office. Items that may be perfect for working in the yard, going on a picnic or playing sports aren't appropriate for the office, nor is clothing that is too revealing. Regardless of the item, it is essential to avoid wearing anything to the office that is excessively worn, frayed or wrinkled.

There are times when traditional business attire is to be worn on casual days. Take your day's schedule into account when you are dressing. If you have a meeting scheduled with visitors, or if you are advised that others in the Agency will have visitors with whom you will come in contact, you will want to dress in business attire. And, of course, business attire is always acceptable if that is your preference.

Listed below is a general overview of acceptable business casual wear as well as a listing of some of the more common items that are not appropriate for the office. Neither group is intended to be all-inclusive. Rather, these items should help set the general parameters for proper casual business wear and allow you to make intelligent judgments about items that are not specifically addressed. A good rule of thumb is that if you are not sure if something is acceptable, choose something else or inquire first.

**Slacks**—Cotton slacks are acceptable provided they are clean and wrinkle-free. Inappropriate items include jeans of any color, sweatpants, windsuits, short shorts, Bermuda shorts, bib overalls, leggings, spandex or other form-fitting pants.

**Shirts**—Casual shirt, golf shirt, sweaters and turtlenecks are acceptable. Inappropriate items include tank tops, sweatshirts, shirts with large lettering, logos or slogans, halter-tops, tops with bare shoulders, and t-shirts unless worn under another blouse, shirt, jacket, or jumper.

**Dresses and Skirts**—Casual dresses and skirts, and split skirts at or below the knee are acceptable. Dress and skirt length should be no shorter than four inches above the knee. Mini-skirts and spaghetti-strap dresses should not be worn to the office.

**Footwear**—Loafers, boots, flats, dress sandals, open-toed shoes, clogs and leather deck shoes are acceptable. No stockings are acceptable if it's appropriate for the rest of the outfit. Athletic shoes, sneakers, thongs, flip-flops and slippers are not acceptable.

**Jewelry**—Should be conservative with no visible body piercing other than pierced ears.

With the prior approval of the Executive Director and Office of Human Resources Director, jeans and athletic shoes are acceptable on certain days, such as clean-up days.

If an item of clothing is deemed to be inappropriate for the office by the employee's supervisor and the Manager of Human Resources, the employee may be sent home to change clothes and will be given a verbal warning for the first offense, and progressive disciplinary action will be taken for further dress code violations.

Any questions regarding the Attire policy should be directed tot he Manager of Human Resources and Administration.

## **DRESS CODE**

### **GROOMING AND ATTIRE**

Proper grooming and attire have a positive impact on the Department's image.

Positions that involve frequent, direct public service contact: i.e. those where meeting the public is an inherent function of the position, and where such contact would normally occur daily, are subject to the following appearance standards:

1. Male employees are required to wear neat and clean dress trousers, shirt and shoes. (Sneakers and gym, jogging, and tennis shoes are inappropriate except where permitted by individual bureau work rules).
2. Female employees are required to wear neat and clean dress skirts, dresses, slacks, top, and shoes. (Gym, jogging, sneakers, and tennis shoes are inappropriate except where permitted by individual bureau work rules.)

All other employees shall maintain grooming and attire standards, which bear a reasonable relationship to their work.

Inappropriate attire is defined, but not limited to: thongs, halter tops, shorts, midriff tops, T-shirts with offensive slogans or pictures, beach costumes, see-through or mesh clothing, and ragged, torn or dirty clothing. When an employee is found to be outside acceptable grooming and attire standards, the employee will be sent home on lost time or annual leave.

A second or subsequent deviation from acceptable grooming and attire standards will again result in the employee being sent home on lost time or annual leave. Such subsequent incidents will be cause for disciplinary action.

In work areas that have approval for specified "dress down" or "casual" days, management shall determine appropriate attire standards for those days.

## **DRESS CODE**

Group	Do's	Don'ts
Everyone	<p>Dress professionally, and take pride in your appearance (clothes should be clean and pressed)</p> <p>Suits</p> <p>Slacks</p> <p>Corduroys</p> <p>Sport coats</p> <p>Khaki/twill pants</p> <p>Polo/golf shirts</p> <p>Chambray Shirts</p>	<p>Torn/ripped clothing</p> <p>Anything denim (jeans, shirts, skirts and dresses), also includes colored denim</p> <p>Athletic shoes</p> <p>Velcro sandals (e/g/, no Tevas or Birkenstocks)</p> <p>Shorts (including dress shorts for women)</p> <p>T-shirts</p> <p>Overalls</p> <p>Sleeveless anything (except when worn with a jacket or sweater)</p>
Men	<p>Ties (optional)</p> <p>Collared shirts</p> <p>Banded-collar shirt</p> <p>Sweaters with collared shirt underneath</p> <p>Turtlenecks</p>	<p>Non-collared shirts</p> <p>V-neck sweater with t-shirt underneath</p>
Women	<p>Shorter skirts/dresses <i>with</i> nylons year-round</p> <p>Longer skirts/dresses <i>without</i> nylons in the summer months</p> <p>Khaki shirts</p> <p>Blouses/sweaters/knit top</p>	<p>Leggings/stirrup pants</p> <p>Mini-skirts</p> <p>Halter tops</p>

<div>[name of department/agency]</div> <div>Personnel Policy and Procedure</div>	NUMBER
	PAGE 1 of 3
	EFFECTIVE DATE:
SUBJECT: <div>EMPLOYEE DRESS CODE</div>	
<div><div><b>PURPOSE</b></div><p>The purpose of this policy is to establish guidelines for proper attire in the workplace for [employing agency/department] employees.</p></div> <div><div><b>POLICY</b></div><p>The [employing agency/department] is the [departmental role] for the State of Michigan. [department/agency] employees function as representatives of the department and consultants to other state agency employees and the general public. It is the policy of the [employing agency/department] that employees maintain a neat, well-groomed, and professional appearance that is appropriate for their job functions.</p><p>Attire at all times should be appropriate to a business office environment and consistent with reflecting a professional image to the department's customers, the public, and our business partners with whom we interact.</p></div> <div><div><b>GUIDELINES FOR WORKPLACE ATTIRE</b></div><ol style="list-style-type: none"><li>1. The department's <b>preferred</b> attire is the traditional business, especially when representing the department at meetings.</li><li>2. Business casual is the <b>acceptable</b> attire for the department.</li><li>3. In all cases, provocative or tight fitting clothing is prohibited.</li><li>4. In all cases, clothing should be clean, wrinkle free, and not excessively worn or faded.</li></ol></div> <div><div><b>EXCEPTION:</b></div><p>Employees whose primary job duties include mailroom functions, lifting, carrying, installing equipment, or moving furniture are exempt from these guidelines. However, these employees are expected to maintain a neat, well-groomed, and professional appearance that is appropriate for their job functions. Prior written approval must be obtained from the Personnel Director for employees meeting this exception.</p></div>	

<div style="text-align: center;"> <p><b>[name of department/agency]</b></p> <p><b>Personnel Policy and Procedure</b></p> </div>		NUMBER
		PAGE
		2 of 3
		EFFECTIVE DATE:

SUBJECT:

EMPLOYEE DRESS CODE

Listed below is a general overview of traditional business, business casual, and unacceptable attire for [employing agency/department] employees. While the traditional business is preferred, business casual is acceptable attire. The following guidelines provide direction for what is preferred, acceptable, and unacceptable attire.

ATTIRE (not all inclusive)		
Preferred (Traditional Business)	Acceptable (Business Casual)	Unacceptable
<u>Men:</u> Suits with dress shirts and ties, sport coats with dress pants, shirts, ties, dress shoes, and dress boots.  <u>Women:</u> Suits, dresses, dress shoes, and dress boots.	<u>Men:</u> Pants, shirts with collars, crew necks, turtlenecks, sweaters, loafers, dress sandals, and leather deck shoes.  <u>Women:</u> Jumpers, slacks, sleeveless blouses, shells, shirts with collars, skirts, skorts, sweaters, turtlenecks, loafers, leather deck shoes, dress sandals, and flats.	<u>Everyone:</u> All denim items (jeans, dresses, shirts, skirts, etc., of all colors), halter tops, leggings, miniskirts, bib overalls, sleepwear, spaghetti straps/strapless dresses without jackets/sweaters, sweatsuits, sweat shirts, t-shirts, jogging suits, shorts, athletic shoes, sneakers, thongs, and slippers.

**ENFORCEMENT**

- Supervisors and managers are responsible for ensuring that their employees comply with the guidelines of this policy.
- Employees who report to work dressed in an unacceptable manner may be sent home and directed to return to work in proper attire within a reasonable time frame. Charges may be made against the employee's annual leave credits or lost time.
- Questions regarding the appropriateness of an employee's attire should be brought to the attention of the next-level supervisor or personnel director prior to the employee being sent home.
- Repeated violations may result in further corrective action up to and including dismissal.

<div>[name of department/agency]</div> <div>Personnel Policy and Procedure</div>	NUMBER
	PAGE 3 of 3
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SUBJECT:	EMPLOYEE DRESS CODE
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**CONTACT**

Any questions or concerns regarding personnel policies and procedures should be directed to the Personnel Division, [employing agency/department], [address], [telephone number]

# H - Resources



## STATEWIDE EMPLOYEE ORIENTATION Resource Guide

The resource materials contained in this resource guide are recommendations based on a review of the Internet. Prior to purchasing any of these items, you are encouraged to preview the resource to ensure that it meets your needs.

### Books

#### *The Complete Guide to Orientation and Re-Orientation (TCGTOAR)*

Having a vibrant, effective orientation program is vital to ensuring your new hires are up to speed and adding value quickly. Let's face it, designing and implementing an effective orientation can be time-consuming, arduous work. As a result, sometimes our best intentions slip lower and lower on the "to-do" list.

*The Complete Guide to Orientation and Re-Orientation* is your key to being the one organization is a hundred with a successful, vibrant orientation program – quickly, simply and inexpensively.

Available through Deliver the Promise, P.O. Box 954, Tiburon, CA 94920; (415) 789-5014; Fax (253) 736-0328; or [info@deliverthepromise.com](mailto:info@deliverthepromise.com)

Purchase Price: Printed Version -- \$149.95  
Immediate Download Version -- \$99.95  
CD-ROM Version -- \$199.95  
Combination Pack (All) -- \$249.95

#### *New Employee Orientation* by Charles M. Cadwell and Michael G. Crisp

This resource helps managers create a motivating climate for new hires.

76 Pages, Published August 1988

Purchase Price \$9.85 - \$13.95

#### *Successful New Employee Orientation* by Jean Barbazette

This book will assist you in designing or revising an orientation program that is effective and full of variety. The author has suggestions for the timely delivery of information and is filled with everything you need to create your customized orientation program: checklists, sample letters, activities, and evaluation forms. There is even a section on orienting temporary employees.

112 Pages, Published January 1994

Purchase Price \$89.95

### Books Continued

*Successful New-Employee Orientation: Assess, Plan and Evaluate Your Program with CD-ROM* by Jean Barbazette

This is the second edition of Jean Barbazette's book, *Successful New Employee Orientation*. This practical and comprehensive resource will help you develop an outstanding orientation program that is customized to fit your organization's particular needs. This updated resource also features a New Employee's Survival Guide, a CD-ROM with presentation slides and customizable forms.

144 Pages, Published June 2001

Purchase Price \$129.95

## CD-ROM

### *New Employee Orientation: From the Business Sense Series CD-ROM*

For the new employee, this program is packed full of essential information and training on basic work skills, interpersonal behavior, health and safety awareness, computer security, along with other issues. Its unique opening module can be customized to cover information about your organization.

Available through Video Learning Systems, Inc., 850 Lancaster Avenue, Bryn Mawr, PA 19010, (610) 526-9100; 1-800-622-3610, Fax: (610) 525-2563 or at [training@videolrn.com](mailto:training@videolrn.com)

Self-Paced, Purchase Price \$1,695

## Seminars

### *How to Create and Deliver Effective Employee Orientation Programs*

Discover how to develop and conduct an orientation program that will inform, motivate and inspire employees; in addition to saving your organization time and money in the process.

Time 9:00 a.m. to 4:00 p.m., Cost is \$195 per person (ask about discounts for multiple attendees)

Available through National Seminars Group, P.O. Box 419107 Kansas City, MO 64141-6107; 1-800-258-7246; <http://www.natsem.com>

### *Orientation of New Employees*

Hiring good employees is only half the job. Getting them started on the right foot is at least as important for retention and long-term success. For too long, many organizations have viewed the orientation program as a short even in which new employees are explained the benefits and rules. Today, successful organizations view new employee orientation as a critical process that is essential for employee success and organizational success.

Time 8:30 a.m. to 5:00 p.m., Cost is \$345

Available through Michigan State University, Human Resources Education and Training Center, School of Labor and Industrial Relations, 422 South Kedzie Hall, East Lansing, MI 48824-1032; (517) 355-9591 or 1-800-218-8550; Fax (517) 432-0139; [www.lir.msu.edu/hretc](http://www.lir.msu.edu/hretc)

## Videos

### *Worksmarts --- How to Get Along, Get Noticed and Get Ahead*

This program is designed for new employees and employees who need a refresher on the importance of attitude and personal behavior in the workplace. The segments cover: "Be Positive and Proactive", "Be Accountable and Flexible", "Be Cooperative and Respectful" and "Communicate and Actively Listen".

Available through Coastal Training Technologies Corporation, 1-800-729-4325 or at [www.coastal.com](http://www.coastal.com)

18:30 Minutes, Purchase Price \$695 (ask about governmental discount)

### *Getting Along with Your Supervisor*

In a frank and realistic manner, this program helps first-time employees realize that a worker's relationship with his or her immediate boss is crucial to success on the job. The program clearly explains how to form a solid relationship with the person in charge. The "seven sins" that poison an employee's relationship with the boss are covered in this engaging presentation.

Available through Video Learning Systems, Inc., 850 Lancaster Avenue, Bryn Mawr, PA 19010, (610) 526-9100; 1-800-622-3610, Fax: (610) 525-2563 or at [training@videolrn.com](mailto:training@videolrn.com)

15 Minutes, Purchase Price \$395

### *10 Steps to Successful Job Orientation*

This video teaches supervisors what to do to turn nervous newcomers into superstar employees. The setting is in an office environment.

Available through Video Learning Systems, Inc., 850 Lancaster Avenue, Bryn Mawr, PA 19010, (610) 526-9100; 1-800-622-3610, Fax: (610) 525-2563 or at [training@videolrn.com](mailto:training@videolrn.com)

23 Minutes, Purchase Price \$295

## Internet Sites Worth Checking Out

These are just a few websites that contain information and forms that can be used in your agency's new employee orientation program. For those agencies interested in a web-based orientation program, you will get a lot of good ideas and also see some things that you do not want to do.

### **The University of Texas at Austin – Office of Human Resources**

<http://www.utexas.edu/hr/ts/orientation/neo.html>

### **The University of California at Berkeley – Human Resources**

<http://hrweb/berkeley.edu/neo.htm>

Search this website for “new employee orientation” and you will find a variety of information.

### **University of Minnesota – Human Resources**

<http://www1.umn.edu/ohr/orientation/>

### **The New Hire Orientation “Toolkit” by Dr. John Sullivan**

<http://ourworld.compuserve.com/homepages/gately/pp15js23.htm>

Contains 64 tips you can use tomorrow – Parts 1 & 2

### **The Department of Education, Training and Employment**

<http://www.tafe.sa.edu.au/human-resources/induction/checkexp.htm>

Provides six comprehensive checklists, all which are time-bound.

# I - Employee Orientation Survey

## Employee Orientation Survey

**Human Resource Office:** After the new employee has been on the job for several weeks and the orientation process has been completed, encourage the employee to complete the employee orientation survey. The employee's comments are beneficial and can be utilized to help improve the quality of the orientation received by both your office and the employee's supervisor. You may use the survey form provided in this section or create your own. The survey form should be mailed to the employee's home with a self addressed stamped envelope.





## STATE OF MICHIGAN

### Employee Orientation Survey

Using the following rating system, circle your response to the statements below:

1 = Disagree

2 = Neutral

3 = Agree

#### HR Office

#### Supervisor

- |  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| 1. The orientation program I received was well organized.  | 1 | 2 | 3 | 1 | 2 | 3 |
| 2. The orientation program provided was helpful and informative.   | 1 | 2 | 3 | 1 | 2 | 3 |
| 3. The orientation environment was inviting & comfortable.   | 1 | 2 | 3 | 1 | 2 | 3 |
| 4. The length of the orientation program was appropriate.  | 1 | 2 | 3 | 1 | 2 | 3 |
| 5. The orientation program provided me with a greater understanding of my department (agency) & work area.<br><i>(If you disagree, please explain)</i> | 1 | 2 | 3 | 1 | 2 | 3 |

---

In your opinion, how could the orientation program provided by the HR Office be improved?

In your opinion, how could the orientation provided by the supervisor be improved?

Is there additional information that you feel you needed to receive to better prepare you to do your job?

Any additional comments?

---

Thank you for completing this survey. Please return the completed survey to your Human Resource Office within one week of your receiving it; it is not necessary to identify yourself on the form. Your comments are beneficial in ensuring that the State of Michigan maintains an effective and efficient employee orientation program.

## J - Best Practices

**General Motors (GM)  
GM North America Staffing Center  
New Hire Preparation Check List:  
A Supervisor Aid in order to Meet or Exceed the Minimum  
On-boarding Requirements**

Employee Name: \_\_\_\_\_ Job Assignment: \_\_\_\_\_

<b>TIMING</b>	<b>ACTIVITY</b>	<b>Complete</b>
Prior to 1 <sup>st</sup> Day of Work	Arrange for all necessary work tools. Provide sufficient lead time where necessary (e.g., ordering a new computer, network ID, Lotus Notes ID, telephone, telephone line, voice mail, cellular phone, business cards, etc.)	
	Ensure work station/locker is in suitable shape (clean, organized, stocked with necessary supplies)	
	Call employee to: <ul style="list-style-type: none"> <li>• Welcome them to the team</li> <li>• Provide overview of 1<sup>st</sup> week on the job (hours/tasks, etc.)</li> <li>• Ensure they are prepared with directions to work site, parking arrangements, time and location of arrival, etc.</li> </ul>	
	Document new employee's major responsibilities, job description/project schedule and achievable performance goals	
	Ensure employee is enrolled in classes to address anticipated per-term training needs	
	Send out personnel announcement informing department (and appropriate vendors/customers) of new employee's position and scheduled first day of work	
	Ensure that your schedule allows you to be present to greet the new employee on their first day of work	
	Add new employee to department/unit organizational chart	
	Add new employee to department/unit phone list	
	Identify experienced co-worker willing to be new hire's reference person/helper	
	Consider actions to make new employee feel welcome, for example: <ul style="list-style-type: none"> <li>• Place welcome sign on floor/door &amp; in employee work station</li> <li>• Arrange snack/luncheon to welcome new employee</li> </ul>	
On the 1 <sup>st</sup> Day of Work	Ensure that employee is greeted upon their arrival, introduce new employee to co-workers and executive leadership of the unit or department	
	Conduct tour of department & building—focus on safety issues	

	Orient new employee to immediate work area and ensure all necessary supplies and materials are available to begin first tasks	
	Conduct question and answer session for new employee	
	Make sure that new employee is oriented to work tools (e.g., computer, network, software applications, lotus notes, fax, photocopier, telephone (including electronic phone book and Directory Profile Page) and voice mail system	
	Provide Desk/Office keys, pagers, and/or cell phones (if applicable)	
	Provide a time for new hire to meet with peer contact (if applicable)	
	Make sure that required employment forms are completed, ID card issued, and parking/transportation arrangements/passes completed	
	Inform new employee about office/facility norms <ul style="list-style-type: none"> <li>• Office/facility hours</li> <li>• Lunch/break schedules</li> <li>• Dress standards</li> </ul>	
	Review Department, Business Unit, Region and Corporate Organization Charts	
	Obtain new employee emergency contact information and review timekeeping/payroll/absence reporting procedures	
	Add employee to your electronic mail and voice mail distribution lists for communication purposes	
During the First Week	Discuss departmental goals and current performance, explaining how new employee's job purpose and major responsibilities relate to your business objectives	
	Ensure corporate, regional, business unit and functional orientation modules are initiated	
	Provide list of GM acronyms specific to that function/location	
	Provide time for employee to complete GM Medical physical (if not completed during pre-employment screening process), TTM profile, GM credit card and phone card applications. Provide access/instructions for use of local systems (e.g., local website, data tracking systems)	
	Explain job performance expectations and evaluation process. Set tentative performance review dates (3, 6, 9, 11 months)	
	Review/complete new employee's training plan	
	Review reward/recognition process	
	Help employee to prioritize his/her key areas and responsibilities	
	Introduce new employee to predecessor in position (if applicable)	

During the First Month	Ensure employee is performing meaningful work/tasks and is completing the training plan requirements in a timely manner	
	Provide employee with informal performance feedback after 1 month	

**University of Minnesota Duluth  
Department of Human Resources  
Web Site Guidelines**

Civil Service/Non-Academic New Employee Orientation Guide

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## **VISION 2000 GOALS**

To: University of Minnesota Duluth New Employee

From: Judith S. Karon, Director

One of our department's Vision 2000 goals is to improve employee orientation for new civil service employees and to implement a New Employee Evaluation Form which will gather information on our recruitment, hiring, and orientation procedures. These data will be used to continually improve our activities and to identify problems that need solving.

The attached document is your copy of our new Civil Service/Non-Academic New Employee Orientation Guide. Our hope is that it will be a good first step to help us achieve our goal. We encourage you to review it and use it. This document is based on a similar document developed by the University's CCE Staff Development Committee. We are very grateful to them for allowing us to adapt their document to meet our campus needs. Though these materials are designed specifically to be used for civil service employees (including non-faculty bargaining unit members), you will see that they could be easily adapted for use with both academic and student employees. I encourage you to use it in any way you find helpful. Please let me know if you have any questions, comments, or suggestions for improvement of this manual. As always, we look forward to hearing from you.

## **EQUAL OPPORTUNITY STATEMENT**

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

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In adhering to this policy, the University abides by the Minnesota Human Rights Act, Minnesota Statute Ch. 363; by the Federal Rights Act, 42 U.S.C. 2000e; by the requirements of Title IX of the Education Amendments of 1972; by Sections 503 and 504 of the Rehabilitation Act of 1973; by the Americans with Disabilities Act of 1990; by Executive Order 11246, as amended; by 38 U.S.C. 2012, the Vietnam Era Veterans Readjustment Assistance Act of 1972, as amended; and by other applicable statutes and regulations relating to equality of opportunity.

Inquiries regarding compliance may be directed to Deborah Petersen-Perlman, Director, Office of Equal Opportunity, University of Minnesota Duluth, 269 Darland Administration Building, Duluth, MN 55812, (218) 726-6827; or to Patricia A. Mullen, Director, Office of Equal Opportunity and Affirmative Action, University of Minnesota, 419 Morrill Hall, 100 Church Street S.E., Minneapolis, MN 55455, (612) 624-9547.

Questions on disability accommodations for job applicants and employees can be addressed to the UMD Department of Human Resources at (218) 726-6520, or TDD (218) 726-8251.

## **FOREWORD**

This guide is intended to be a handy reference for your use in orienting new employees. Helping a new employee feel comfortable and welcome on the first day on the job is one of the keys to a successful orientation. Your role in informing the employee about his or her job responsibilities, work rules, your department's mission and goals is extremely important. And the way in which you present the information will make a lasting impression on the new employee.

The information contained in this guide is only a blueprint for orientation. Please adapt the information to fit your own particular situation and training needs. Don't hesitate to call on other resources to make your orientation complete. Our department also offers an "Orientation to UMD" to all new 75%+ employees. Please call 726-6520 to schedule a convenient time.

We welcome your suggestions and those of your new employees about how to improve this guide and the orientation process. Please direct them to Jeanne Lukkarila who will incorporate them in future planning.

## **ACKNOWLEDGEMENTS**

The material included in this guide is a compilation and adaptation of numerous materials and information collected from various books, articles, workshops, seminars, meetings, etc. Of special mention are the New Employee Orientation: A Practical Guide for Supervisors by Charles M. Cadwell and How to Train and Orient Employees from KEYE Productivity Center. We adapted these materials from a document developed by the University's CEE Staff Development Committee. The UMD Department of Human Resources is very grateful to them for allowing us to share this valuable information with our campus.

Judith S. Karon  
Director

Orientation Guide: Suggestions Welcome!

*"Oh, is that how it's done? . . . I wish someone would have told me that!:"* . . . Does this sound familiar? Did you ever wish employees could be trained faster and with increased retention of the information? One of the best ways to accomplish this task is to provide an effective orientation. In fact, orienting a new employee is one of the most important responsibilities that a supervisor and trainer can perform!



## **Introduction**

According to a recent study conducted by training experts, when employees are trained effectively, there is a higher degree of productivity and job satisfaction. The study indicated that a properly trained employee could be 30% more productive. Conversely, poorly trained employees tend to make more mistakes, which means a loss of time and effort. The cost of hiring, orienting, and training new employees has been estimated from \$5,000 to \$30,000 per person, depending on the position. One of the concrete benefits of a thorough orientation is cost savings. Effective training can motivate an employee to do a good job, increase job satisfaction, and reduce staff turnover, a cost saving measure for the future.

This guide will assist supervisors and other staff to conduct a logical, comprehensive, and positive orientation for a new employee. The guide can be used regardless of the employee's personnel classification (academic, professional and administrative, civil service, or bargaining unit) or term of employment (regular, part-time, or temporary). It is not intended to serve as a handbook on how to develop an employee manual, though it may assist in what materials to consider. A copy of this guide (and an employee information packet) will be maintained in each department. Each supervisor should also have a copy of this guide.

The lists and forms attached are intended to facilitate the orientation process. This process will be a concentrated effort the first day or two of employment. The Orientation Checklist, in particular, outlines the most common areas typically covered during the first couple of days of a new employee orientation. It includes a series of statements and questions and should be used to generate discussion with the new employee. Supervisors should have the expertise to respond to these questions, delegate training to others, or search out the answers in order to conduct the orientation. Responses are strongly dependent on the specific position for which the person was hired and the goals and objectives of the department/unit. The overall time frame is dependent on the amount of information required to train the employee to be at a satisfactory level of productivity.

**TIP #1**    Question: When does orientation begin?  
              Answer:    At the interview.

If this guide is being read prior to the interview process, remember that as questions are asked at the interview, potential employees are also gathering information to develop an impression of the interviewer, the office, and the surrounding environment. These first impressions will have an impact on whether the person even accepts the job offer.

## **Orientation Objectives**

What are some of the reasons for this guide and for providing a comprehensive orientation? Initially it is to present information for orienting employees faster, more effectively, and efficiently. Ultimately the expected outcome is to increase communication and to lessen the time needed for retraining. More explicitly, some of the objectives of an orientation are to:

- Provide a warm welcome to the new employee and to put the employee at ease.
- Assist the supervisor in identifying which areas to cover with the employee.
- Give information on work environment, policies, and practices.
- Familiarize the employee with the University, department, etc.
- Work toward uniformity of information relayed across UMD departments.
- Be proactive in providing packets of information to employees in a more timely manner.
- Formalize the orientation process.

Since the assumption can be made that a smart, hard-working, and competent employee has been hired, the orientation process should not only assist supervisors and staff to more readily establish a foundation with the new employee, but also provide a vehicle for the new employee to assimilate into the work place and to quickly understand the job-specific tasks at hand.

The amount of time and careful priority setting of the information are critical to the early success of the employee. An effective orientation includes a policy and procedural handbook. However, the most important aspect in any orientation is personal contact.

## **Guide Organization**

The supervisor should feel free to share any and all of the information in this guide with the new employee. Subsequent pages of this guide are organized into several sections:

Section 1 is on preparation and planning,  
 Section 2 provides information on conducting the employee orientation, and  
 Section 3 includes a listing of attachments and support materials as well as  
 comments on the various packets.

## **Section 1: Preparation and Planning for Orientation**

Preparation and planning are key elements to a successful orientation. By providing positive perspectives and teaching the fundamentals that each new employee should know, the employee will be made to feel welcome, learn the basics quickly, and become an integral part of the organization. Keep in mind that a poorly planned and implemented orientation will reverse all the efforts made during recruitment to match the needs of the position with the right skills and abilities of an employee. A thorough and well-planned orientation is the first step in providing a successful experience for all.

### **Initial Preparation**

Review the attachments, Planning for the New Employee and the Suggested Orientation Timetable. They will provide the basis for preparation and will assist the supervisor and trainers in deciding what information to cover. Read through the Orientation Checklist and mark-off those items that the supervisor will discuss, pre-

assign items to trainers, and add others that are pertinent. Once the planning is complete, the outcome will be an action plan and schedule of activities. Appropriate paperwork and materials will be gathered, staff will be aware of their role in orientation, and a first job assignment will be designated. Subsequent information in this section expands on these preparatory elements.

## **Orientation Roles**

Who should be involved in the orientation? The supervisor has a significant role in setting the stage, creating training plans that follow clear-cut learning objectives, directing the overall flow of information, and meeting one-on-one with the new employee. The supervisor should make it known to staff involved in training specifically what items have been pre-assigned to them, what they should discuss with the new employee, and the depth to which it should be relayed. Familiarize other staff with the new employee's background. If possible, cross-training should be conducted by the person currently holding the position or with someone who has a similar position. When considering staff to help conduct an orientation, the following strengths or traits will be particularly useful for an effective orientation:

- Someone who knows the organization and/or the information for an orientation
- A person who can explain pertinent information clearly and comfortably
- An individual who can present information in an interesting, creative way
- A mentor/buddy who will listen, evaluate, and provide an encouraging learning environment

## **Mentor/Buddy Assignment**

In addition to training from the supervisor, the new employee should be paired with another staff member who is a veteran employee and is interested in being a mentor. This person should be a superior performer in his or her own right and have good people skills. An element of the mentor's responsibility is to help establish a sense of belonging for the new employee. The mentor should have a personal presence that will impress and persuade the new employee that the staff member is someone the employee can trust. Part of this role is to allow for a comfortable, more informal environment in which the employee can ask and receive information about the office culture and norms, those everyday, mostly unwritten, procedures and policies that help to explain how things really work.

## **Training Methods**

Once it has been decided what the employee needs to know, and who can provide that information, the next question is: What is the best training method to relay that information? The training method chosen to relay information should be based on the skills and style of the trainer and, if known, the individual learning style of the new employee. Keep it simple and specific, and to the point; don't assume anything. Weigh the Orientation Checklist items in importance and complexity; group for similarity. Also, to avoid misconceptions, don't oversell the job, responsibilities, etc. The reality and expectations of the job should closely match.

## **Retention of Information**

The supervisor and trainer should ask employees what their preferred learning style is for each area of orientation, especially job responsibilities. The easiest way to do this is to ask: "Would you prefer to read this first or discuss it before you read the material?" The presentation of materials and information should then be adapted to that person's style whenever possible. Studies have shown that over a period of three days, the retention of learning is as follows:

10% of what is read	50% of what is seen and heard
20% of what is heard	70% of what is said
30% of what is seen	90% of what is said and done

It is known that learning takes place by reading, listening, and watching. It also is known that people learn better if they are actively involved in the learning process. Think about this when orienting a new employee.

## **Communicating Expectations**

TIP #2 Question: How can new employees feel welcome?  
Answer: Smile

Communicating expectations to employees enthusiastically, with a smile and a positive attitude, will affect the employees' interpretation as well. To enhance communication, relate a personal experience, or perhaps let the individual know what stimulates individuals to work here by giving examples.

## **First Impressions**

Having a planned and organized orientation will help to facilitate positive first impressions. Secondary information gathered through observation when visiting the work area is also very important to the initial perceptions of the new employee.

Consider the following statements:

- The work area is neat and organized.
- The whereabouts of staff members are known.
- Normal work continues when supervisors are out of the office.
- Staff appears to be doing productive work.
- It has a friendly and outgoing atmosphere.
- Interruptions are dealt with positively.
- Positive things are said about the work.

If most of the statements can be answered affirmatively, then positive perceptions are being created. If these basic statements are generally not positive, then there may be a

need to review these items with the staff. Positive perceptions are especially important to new employees and to the long-term job satisfaction of all staff.

## **Written Materials**

The UMD Department of Human Resources, University Employee Benefits, and individual departments each has developed packets of materials, which are mailed to new employees within the first few weeks of employment. The packets can be shared during the interview process and/or given to the new employee the day of his or her arrival.

Review the attachment, New Employee Information: From the Supervisor. Check to make sure that the materials listed are on hand or will be developed for use during the orientation. Make sure to evaluate the current orientation material and modify it as appropriate.

A large portion of the training time for the new employee will be expended on the functions and responsibilities of the job itself. The job description and procedural manual are key elements in assimilating the employee. The written material, as indicated earlier, is not a substitute for personal contact. Any written materials should be reviewed with the employee for understanding. Responses can be customized to fit the particular needs of the new employee.

Most of the typical orientation materials such as the job description and standards are easily accessible. Some of the materials that are more specific to the office that may need to be updated or developed are the following:

- Layout of the office (if there's a large number of staff in various locations).
- Office directory of names, telephone numbers.
- List of commonly used acronyms.
- Summary of other staff job tasks, and/or job descriptions.
- Biographies and photos of staff.

Providing photographs and biographies of staff is extremely helpful to new employees to identify other staff and facilitate communication through common interests and experiences. The biographies should be a mix of professional and personal information. Another element that will enhance clear communication is writing down and explaining acronyms and other buzzwords which are used with a special meaning other than how a dictionary may define them.

## **Employees with Disabilities**

You may or may not know if your new employee has a disability since an employee may have an invisible or hidden disability. Individuals with a disability want to be as successful at their job as employees without a disability. The Americans with Disabilities Act of 1990 makes it unlawful to discriminate in employment practices and

employment related activities. This includes orientation, training, job assignments, etc. Whether you know or do not know if the employee has a disability, don't make assumptions. The simplest way to find out is to ask: Is there a need to accommodate you in any way? If so, how? How can this be made more accessible to you? How can this orientation experience be made the most beneficial to you? The key is to ask and involve the person in the planning process.

### **Work Area and First Assignment**

The new employee should be taken to a space that is neat, orderly, and ready for work to begin. It should contain a desk, chair, telephone, and other equipment such as a computer, typewriter, or calculator as appropriate to the position. Office keys should be on hand.

The first job assignment is an essential component in allowing the employee to have a sense of achievement. The supervisor should prepare a first task that will allow the employee to display newly explained job skills. The assignment should be measurable and achievable within a given time frame. Completing and assessing this first assignment will set the stage for future performance appraisals.

### **Other Orientations**

The UMD Department of Human Resources holds new employee orientation sessions on a periodic basis. Check with this office to find out what current new employee information is available and to schedule an orientation meeting.

### **Arrival Announcement**

A memo should be sent to departmental staff announcing the arrival of the new employee and the orientation timetable. Make a copy of it and give it to the new employee as well. It should include the employee's name and nickname (if appropriate), starting date, office telephone number, and a brief description of the employee's background and other relevant information. Ask staff to introduce themselves and to mention how they will be working with the new employee. It is also beneficial to include some personal element (i.e., hobbies) to help remember who is who and to help put the new employee more at ease. This also will assist in establishing a sense of place and meaning between employees.

If appropriate, the hiring decision may be made more widely known by writing an article for a departmental newsletter (if there is one). For special hires a press release with a photo could be generated. (Contact University Relations, 726-7110, for information.)

### **Summary**

Before meeting with the new employee, the supervisor and trainers should have read this guide, reviewed the appropriate attachments, and gathered the required forms and documentation to be discussed with the new employee. Most importantly, the supervisor and staff should be able to answer the questions pertinent to the office and

the position. It is recommended that brief answers be formulated and written down, either as part of the employee's job procedural manual or formulated in the order in which they will be covered with the employee. Encourage the employee to take notes in order to review the material at a later date.

## **Section 2: Conducting the Employee Orientation**

The employee is enthusiastic about being hired and the orientation will be an opportunity to confirm the employee's decision to join your department. Nurture the employee's thirst for knowledge. New employees are willing and eager to learn. Orientation need not be neither difficult nor time consuming. In fact, a successful orientation will save time in the long run. Avoid compressing everything into the first day.

How long will it take? That will depend on the complexity of the position and the ability of the new employee and the trainer to interface. Orientation is not a one-day event. It normally is a process that continues for several days or a week with subsequent follow-up meetings. In addition to being enthusiastic, the new employee may also be nervous. Give the employee sufficient time to assimilate the new information in a way that is meaningful. Essential information, plus the items the employee is most interested in, can be covered the first day and the rest can be discussed later. There may never be another chance to make a good impression. The first day is always remembered.

### **Welcome**

Depending on the size of the immediate staff and out of consideration for the new employee, it may be helpful to have the staff wear nametags the first day. Inform the employee of what is going to happen. Give the new employee an orientation schedule and a folder in which to place additional material. Show the employee his or her workspace and offer refreshments. Make initial introductions either by walking the person around or having staff members meet in a group at a specified time and location.

### **Where to Start**

The supervisor's role during orientation must be an active one. Calendars should be open to devote as much time as possible on the first day to the new employee. Exactly what is covered from the Orientation Checklist and when it is discussed is based on what the supervisor wants the employee to know the first day. A good way to set priorities for those items from the Orientation Checklist not included the first day is to ask the employee: What would you like to discuss next? What projects or information are you most interested in knowing about? A few employees will want the big picture first; most will want to start simply and build to the more complex. This allows the employee's individual preference to shape the formulation of the orientation. It also is a way to have the employee add other items.

The best way to provide a new employee with the orientation information is in a one-on-one meeting. However, it can be accomplished in a group meeting as long as the group is small (three to five at most) and stays on task. Groups also provide different

perspectives about how the organization functions. New employees should not be forced to learn on their own, as the new employee may interpret information in a way other than what is intended. The one-on-one setting helps reinforce clear direction and that individual help is available when there are questions. If several meetings with various staff are needed in order to help the new employee understand relationships and job functions, no more than four meetings should be scheduled in one day. This permits the employee to review the information and not be overwhelmed with meeting many new people. In addition, involving all attendees in presenting information will make the meeting more interesting and distribute the workload.

**TIP #3** Question: How much orientation is needed for a temporary employee?  
Answer: As much as is needed to be productive. Start with the checklist.

### **Part-Time and Temporary Employees**

What, if any, orientation process differentiation should there be for a part-time or temporary employee compared to a regular employee? The part-time employee with an on-going appointment should have the same orientation as an employee with a regular on-going appointment. The temporary employee, on the other hand, usually has the unique distinction of fulfilling a need for a specified period of time.

The depth of information needed for that employee to be productive will determine the length of time for an orientation. In general, the shorter the length of employment, the less time needed for orientation. Some of the crucial items to cover include payroll information, crucial office policies, details of the job, and expectations of a job done well. As the items on the Orientation Checklist are reviewed, the following question should be kept in mind: Could the employee start without having to know or be concerned about this item? If the answer is no, then it should be included. Remember to include any item that, if not explained, would inhibit an employee's ability to complete a task in a timely manner.

### **Ways of Communicating**

What can a supervisor or trainer do to provide a learning environment that helps an employee retain the information and maintain interest during orientation? These two areas are critical in reducing the amount of information needing to be repeated during and after initial training has taken place. The following is a list of ways that will enhance the employee's ability to retain information and keep his or her attention focused:

- Vary the training method, be friendly and natural
- Ask and allow questions and feedback
- Use personal experiences and stories
- Inject humor

**TIP #4** Question: How can you tell when the new employee has information overload?  
Answer: Changes in the employee's body language will tell you.



Information overload, too much, too fast, is a common occurrence during orientation. Body language such as less verbal interaction, detachment, and inability to sit still can be obvious signals. One of the ways to be proactive and head off information overload is to practice the orientation information on others prior to giving it to the new employee. If it seems to be too much, it probably is. Once the orientation is in progress, taking breaks through various means (moving the location, changing the trainer, taking an actual break) is the best way to combat information overload.

## **History**

Relaying pride in the University and its traditions will reinforce the employee's choice to work here. Focus on why people choose to be involved with UMD and emphasize the importance of the services provided by UMD to the community. Relay how much the staff has in accomplishing the department's mission and goals. Have the new employee complete a staff biography to add to the office directory or to be used for the arrival announcement. Providing an organizational history and a personal biography will help establish a sense of purpose and belonging.

## **Job Specific**

Explain how this position fits in the office, department, and UMD. Use the department packet of information and the organizational charts to explain how the employee's position and work group fits into the total structure. Outline the reporting lines. This allows the employee to see at-a-glance where he or she fits and the relationships among various groups and departments.

Clarify the importance of the position. What is the history of the position, have there been any recent changes in funding or responsibilities? Are there any opportunities for advancement in the position, in the office, etc?

Describe the job. This is the area of training where the most time will be scheduled in the first day, and in the weeks and months to come. Be as specific about tasks and responsibilities as possible. Describe a typical day on the job. Use the job description to review the primary job responsibilities, outline the critical skills needed to perform the job, and establish task priorities. Discuss standards and include how performance will be monitored. Explain how general skills in problem-solving, organizational, and interpersonal skills affect the job. Give examples of the important concepts of the job with practical applications.

There will be a better understanding and a greater application of the information in the future if the important facts are restated and questions are invited for discussion. It may be relevant to give the employee a chance to use this new knowledge by applying it to some activity the first day.

A simple example of how the office functions for telephone training is outlined below:

- How are calls handled? Does the person take his or her own calls, or for others?
- How is the telephone answered? (Hello, this is . . .?)
- Within how many rings?
- When and how do calls get transferred?
- When do messages get taken? Where are they placed?
- How are long distance and fax calls handled? Is there a log?
- Is a long distance calling card available?

The degree to which the employee engages in sustained communication, discussion, active listening, etc., will determine the degree to which information will be remembered. Encourage the employee to keep notes. Schedule the orientation in a meeting room or enclosed space to maintain privacy. This will keep outside distractions to a minimum.

### **First Job Assignment**

New employees are eager to demonstrate their skills and create a good impression. The supervisor should recognize this and actively involve the employee in a task or current project as soon as possible. The first job assignment should have distinct parameters and steps for completion within a given time frame. The essential ingredient of the task is to provide a sense of achievement for the employee and a means to appraise the work by the supervisor. As noted earlier, this will set the stage for future performance appraisals.

### **First Day Activities**

The first day of orientation should include a luncheon and an end of the day activity, such as a meeting with the supervisor or mentor. Lunch should be informal and as relaxed as possible. The location of the luncheon should be either on-campus or close to campus to familiarize the new employee with local food service. The way in which the first day ends is just as important as the way it began. The supervisor should spend the end of the day with the new employee discussing how the first day went and communicating the next step in the orientation plan. End on a positive note, perhaps to the point of walking the employee to the door at the end of the workday.

### **Continuing the Orientation**

At the end of the first week of orientation, the supervisor should discuss the Orientation Review form with the employee. The Orientation Review form is another part of the orientation process that will assist the supervisor and the employee in communicating effectively. As the overview statements are discussed, it will provide an opportunity for the employee to ask for further information or clarification. It is also a time for the supervisor to ask how the employee thinks the job is different from what the employee expected. Time should be allowed for other questions from the employee. A regular meeting should be arranged between the supervisor and employee to discuss items, as long as there are items and job tasks to discuss. It is recommended that within the first

few weeks of employment the supervisor should take the opportunity to ask the employee to discuss ways in which the employee's strengths can be best utilized and developed. Discussion about the employee's career or developmental plan also may be appropriate at this time. This reinforces the department's mission in continuing education on a personal level.

### **Section 3: Attachments and Support Materials**

The support materials detailed in this section and referred to in the other sections of this guide will assist the supervisor in a variety of ways. They will provide a means for the supervisor to review the diversity of information to be discussed in an orientation, offer suggestions for a plan of activities, include items to cover with the new employee, and provide a checklist template to be used generically for each orientation. The checklist template information can also be used to create another checklist developed by the supervisor.

The attached form, *New Employee Information: From the Supervisor*, is a list of materials. Unlike the other New Employee Information lists, there is no pre-assembled packet. The supervisor will therefore need to gather, design, and develop the materials prior to holding the orientation with the new employee.

### **Planning for the New Employee**

Supervisors and other staff members should be prepared for the arrival of the new employee to provide a warm welcome, to put the employee at ease, and to create a positive impression of the department and Continuing Education.

Write a plan and schedule of activities for orienting the new employee.

- Who should be involved?
- What are people's responsibilities for orientation?
- When will the orientation be? How many meetings?
- Where will the orientation take place?
- Is orientation scheduled at this time (through UMD Department of Human Resources)?

Notify appropriate staff of the plan which outlines roles and activities.

- Familiarize other workers with new employee's background.
- Encourage others to meet with new employee.
- Assign a mentor and other trainers (as appropriate), review trainer responsibilities.
- Send a memo announcing arrival of new employee, share orientation schedule.
- Schedule lunch and some form of work group gathering or informal time for the first day.

Designate a work area.

- Office space (available and clean).
- Desk, chair, phone, keys, office supplies and equipment.

Collect appropriate paperwork and forms for completion.

- Gather payroll documentation.
- Review and update job-specific information as needed (organization chart, job description, standards, manuals, etc).
- Check packets of materials (department, UMD Department of Human Resources, Employee Benefits).
- Mail/deliver any forms or materials to the employee that can be reviewed or completed prior to the first day of employment.

Prepare a first job assignment.

### **Suggested Orientation Timetable**

#### **Day 1**

- Welcome the new employee personally.
- Make instructions to co-workers.
- Take to work space.
- Review Orientation Checklist with employee (cover need-to-know items first).
- Have employee complete appropriate documentation.
- Arrange to have the mentor and new employee meet.
- Take to lunch or allow for informal time.
- Assign a task to be completed by the end of the day.
- Meet with employee at end of day to review task and offer time for questions.

#### **Day 2**

- Discuss more of the remaining items from the *Orientation Checklist*.
- Start more in-depth training of position.
- Have employee set up meetings with individual staff to discuss work.
- Give the Orientation Review form to the employee.
- Schedule a time to meet at the end of the week.

#### **End of First Week**

- Meet with the new employee to check comfort level and *discuss Orientation Review*.
- Provide the employee an opportunity to ask questions.

- Check employee's understanding of responsibilities and procedures.
- Schedule time for next meeting.

#### After Two Weeks

- Meet with new employee to discuss progress and answer questions.
- Provide additional training as needed.
- Schedule time for next meeting.

#### After Four Weeks

- Briefly give an evaluation of the employee's performance.
- Identify areas of strength and needed growth.
- Review the performance appraisal process and training.

### Orientation Checklist

The checklist of orientation items below shows the most common topics that are typically covered during new employee orientation. They are divided into several categories; supervisors may wish to add or eliminate items from the list. The phrase or question by each item should be used as a starting point for discussion and further detail.

It is important to cover the pertinent items at a level relevant to the new employee's position. Be prepared and start with a list that is as comprehensive as possible. Items should be pre-assigned to individuals involved in the training. The new employee should be given a list of the items and the names of the staff who will be providing information on specific items.

### Administrative Details

Payroll	What documentation does the employee need to complete for payroll?
Pay	What is the pay rate? Does the employee receive pay for vacation or sick time? When are pay dates, when is the first paycheck expected to be received, and how is it distributed? Where can checks be cashed? Would the employee want to enroll in the direct deposit program?
Time	How is the time worked recorded? Is a timecard used?
Benefits	What information and documentation will the employee receive for insurance, relocation, and other University benefits?
ID	Will the employee be issued an ID, badge, or business cards?
Directory	Add the new employee to Student/Staff Directory, or other directories.
Phone	Provide employee with current list of staff telephone numbers and addresses as well as Deans/Directors Office, UMD Department of Human Resources, Employee Benefits.

Classified	Explain the classification of the position and how it fits within the University system (academic, professional and administrative, civil service, represented unit).
Employee Bio	Ask the employee to provide a brief personal biography for the office.
Employee Needs	Ask if the employee has a need to be accommodated in any way or has special needs.
Employee File	Explain what information will be kept in an “official” file or on-site in the employee’s personnel files.
Emergency	Explain emergency procedures and provide information numbers.

### **Schedule for Work**

Work Hours	What are the starting and ending times for the work hours?
Lunch	When is lunch break and how do breaks work?
Overtime	What is the procedure for overtime, extended hours, compensatory time?
Vacation	What is the vacation policy and holiday schedule and process for requesting time off?
Attendance	Who should the employee contact and when should they call if he or she is ill or will be late?

### **Job specific**

Org Chart	How does this position fit in the organizational chart (UMD, dept, unit)?
Manuals	Is there a procedure manual for this position, overall operations manual?
Acronyms	What are the most important acronyms or abbreviations used?
Job Description	Discuss the job description/responsibilities, job standards and expectations. Provide specific details of the job and assign a task the first day.
Perf Appraisal	Review performance appraisal and developmental processes.
Reporting	What are the reporting lines for the position, office, and beyond?
Work Tasks	How is work assigned? Who can assign work? Is there an in-box? Who will provide assistance if there are questions about work assignments? What should the employee do when all work is completed? What should the employee do with unfinished work?
Meetings	How are meetings scheduled and how does the employee get notified?
Calendar	What kind of calendar is available for the employee’s use? (Electronic?)
Security	Is there any information that should be kept confidential?
Work Area	Where is the employee’s work area? How is the employee’s work area to be left at the end of the day?

Probation	Is there a probationary period?
Merit Plan	Is there an incentive/merit plan (for example, Civil Service Outstanding Service Awards)? What opportunities are there for advancement?

## **General Info**

Intros	Provide introductions to co-workers and other 'need-to-know' people.
Co-Workers	What are the roles and relationships of co-workers to employee's position?
Decisions	How do decisions get made?
Building Tour	Provide a building tour (including location of restrooms).
UMD Tour	Provide appropriate campus tour; or tour can be provided with UMD Department of Human Resources orientation.
Mail	How is mail (U.S. and Campus) collected, posted, distributed? Does the employee have a mailbox, in-box? Inform others of new employee and add new employee to mailing lists.
News	What publications should the employee know about? (Currents, Brief, etc.)
Phone	Provide telephone training (including voicemail).
Computer	Is a computer available and how will training be accomplished?
Equipment	What are the procedures for the copier, fax, other equipment. What is the process for troubleshooting problems or repairing equipment?
Keys	Which keys should the employee have and what do they unlock?
Supplies	Where are supplies located and how can they be ordered?
Safety	Are there any specific safety instructions?

## **Personal**

Attire	What are the appropriate clothes for work (uniform/dress code)?
Food	Can the employee eat, drink beverages in the work area?
Coffee	Where is coffee available, is there a fund, and who makes it?
Lounge	Where is a lounge? Is there a refrigerator, microwave available?
Smoking	Explain the University No-Smoking Policy.
Visitors	Can the employee visit with friends, family, or other employees during work?
Equipment Use	What is the policy for personal use of telephone or other equipment? What access is there to the office and equipment hours?

## **Other**

Child Care	Discuss Child Care.
Employee Asst.	Explain the Employee Assistance Program.
Libraries	Where and what access does the employee have to campus libraries?

Recreation	What are the local recreational activities (Rec. Sports, YWCA/YMCA)?
Transport	Where parking is available or bus passes sold?
Tuition	Are there employee discounts or other benefits (Regents Scholarships)?
Additional Items	

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### Orientation Overview

It is hoped that your orientation was useful and that you are becoming increasingly familiar with your new position. Please take a few minutes to review the Orientation Checklist that you received your first day and read the following orientation overview statements. As a newly oriented employee, now is your opportunity to review the orientation process, ask questions, and request further information. Asking follow-up questions will help to enhance future communication. Please check those that applies to you.

- ☐ I was made to feel welcome.
- ☐ I was introduced to other members of my work group.
- ☐ My supervisor provided initial contact and discussed the orientation plan.
- ☐ My supervisor reviewed my formal job description with me.
- ☐ I received a copy of relevant literature, such as a job procedure manual, department and UMD materials.
- ☐ My office or workspace was set up and waiting for me.
- ☐ I received a tour of the organization by a knowledgeable person.
- ☐ All the necessary paperwork and forms were available and I received assistance in completing them.
- ☐ Payroll policies were covered the first day.
- ☐ Benefits were explained the first day.
- ☐ I learned about the department's history and future plans.
- ☐ I was invited to lunch the first day.
- ☐ I met people from other units and departments.
- ☐ I was assigned a 'mentor/buddy' or was able to observe colleagues at work before starting a task.
- ☐ I was given a specific job assignment along with instructions or training.
- ☐ General office policies and procedures were explained to me.
- ☐ I was given instruction on how to use the phone system.



**Duke University  
Guidelines  
Manager/Supervisor  
Orientation Checklist**

	Who	Date Complete
<p><b><u>PRE-ARRIVAL</u></b></p> <p>Communicate Information</p> <ol style="list-style-type: none"> <li>1. Send Welcome Packet to new employee including: <ul style="list-style-type: none"> <li>• Welcome Letter—confirming position, title, salary, supervisor, when &amp; where to report (see sample)</li> <li>• Duke Staff Handbook</li> <li>• Union contract (if appropriate)</li> </ul> </li> <li>2. Call new employee to confirm start date, place, etc.</li> <li>3. Send internal memo to the department announcing new employee's arrival date and duties (see sample)</li> <li>4. Contact payroll and benefits administration—submit PCN (transfer or Employment Notice (new employee))</li> </ol> <p><b>Prepare the work area</b></p> <ol style="list-style-type: none"> <li>1. Insure cleanliness and order of work area</li> <li>2. Order supplies, name plate, business cards, procurement card, office keys</li> <li>3. Order/install telephone and assign number or complete change order)</li> <li>4. Arrange for computer and software installation</li> </ol>		
<p>Assemble a new employee packet including:</p> <ol style="list-style-type: none"> <li>1. Welcome Letter</li> <li>2. Copy of job description</li> <li>3. Statement of department goals/mission/vision</li> <li>4. Department member biographies (see sample)</li> <li>5. Department phone list ("Whom to Call for What" list)</li> </ol>		

6. Department organization chart 7. Department map 8. List of all current department projects 9. Duke/Durham/RTP Maps 10. Office supply order procedure 11. Severe weather plan 12. Personnel policies 13. Normal work hours/time report and procedures 14. Meal break/work break policies 15. Duke publications: newsletters, newspapers, brochures 16. Workplace attire information 17. Conflict of interest and solicitation policies 18. Attendance policies 19. Safe and healthy work environment policies 20. Parking procedures 21. Emergency procedures 22. Building access procedures 23. Telephone/email policies 24. Jargon and acronyms list (see sample) 25. Duke momentos (Duke mug, keychain, notebook) 26. Computer program manuals 27. Duke and Durham phone book  <b>Other Pre-arrival Tasks</b>  1. Schedule computer training 2. Select a “buddy” (see “Buddy” Selection Criteria) 3. Coordinate a meaningful first work assignment arrange for lunch with the appropriate person for the first day 4. Schedule Medical Center or Campus Orientation 5. Establish training/education record		
<b>“Buddy” Selection Criteria:</b>  1. Demonstrates high performance 2. Is given time to be accessible to the new employee 3. Is skilled in the new employee’s job 4. Is proud of the organization 5. Is a peer of the new employee Has patience and good communication and interpersonal skills		

6. Wants to be a “buddy” 7. Is a positive role model (well regarded and accepted by current employees) 8. Has been selected in advance and trained in “buddy” responsibilities  <b>“Buddy” Responsibilities</b>  1. Be an informational resource for the new employee on policies, procedures, work rules, norms, etc. 2. Help socialize the new employee 3. Assist in training the new employee 4. Be a tour guide 5. Identify resources 6. Provide introductions		
<b><u>ARRIVAL</u></b>  ✓ During the first day  1. Greet the employee and introduce the employee to co-workers and work areas 2. Review the information provided in the new employee orientation packet 3. Review job description 4. Review assignments awaiting the employee 5. Describe the relationship between the department and the institution 6. Review the first-week schedule of activities 7. Assign first project and schedule specific feedback session 8. Introduce to “buddy” 9. Coordinate/take the employee to lunch 10. Obtain parking pass and Duke ID		
✓ <b>During the first week</b>  1. Review mission, vision, guiding principles 2. Insure the new employee understands the relationship between their job, the department and the institution		

3. Explain the new employee's relationship with other roles in the department 4. Describe customer service expectations 5. Describe monthly report requirements 6. Insure technical competence 7. Schedule technical training as necessary 8. Review pay policies and schedule 9. Review current, 90 day, 6 month, and 1 year department priorities 10. Review teamwork expectations 11. Set up 1:1 meetings with team members and other resources 12. Discuss performance expectations  ✓ <b>During the first month</b>  1. Meet regularly with the new employee to answer questions and insure that the new employee is becoming acclimated to the department and position responsibilities 2. Discuss the guiding principles and how the new employee has seen them "in action" within the department 3. Insure that employee has signed up for benefits 4. Encourage the employee to visit special Duke locations (Duke Chapel, Duke Gardens, Duke University Art Museum, Primate Center, Duke Libraries, etc.) 5. Discuss/support community initiatives		
✓ <b><u>During the first 90 days</u></b>  1. Establish performance goals with the new employee 2. Regularly review progress of new employee 3. Encourage feedback from the employee on the orientation process		
✓ <b><u>After 90 days</u></b>  1. Celebrate the completion of the 90-day probationary period 2. Regularly review progress of the employee		

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Keep 'em if you've got 'em (employee retention)  
Author/s: Stacey Bledsoe

Here are seven ways managers can increase employee retention.

Do you want to know how to increase employee retention? The answer is pretty simple: orient, educate, and communicate with your employees.

You can increase your retention rate by setting employees up for success from day one with your orientation process. Follow this with good cross-training, motivation, involvement, and communication. In business today, the front line employee wants to be valued. You, as their manager, can show them that they are valued in the way you approach them. Here are seven ways you can make a difference in retaining your employees:

#### 1. Create an orientation program

First, start out on the right foot by creating a successful orientation program for your department. When people start a new job, they are more concerned with themselves. Over time, they become aware of how they fit into the team, and later if properly orientated, they see how they fit into the big picture. It goes from, "What am I trying to accomplish?" in the early months, to "What are we trying to accomplish?" months down the road.

By creating a formal orientation program, you are able to control what employees are exposed to from the beginning. If you don't, then you risk them being orientated by someone in the department who does not have a favorable view of your company. This decreases the chance of employee buy-in significantly. If you can't wait to start a new employee on the day of orientation, you can at least pair up the new hire with a positive employee who will make a good impression. Words of caution though: Don't wait too long to introduce the culture of the organization. Employees are extremely impressionable their first days on a new job. This is an opportunity that you as a manager want to seize.

#### 2. Share information

You can increase your chances of keeping employees if you have good communication. Again, make them a part of the team by involving them in the process. Hold weekly department meetings and use this time to update and educate them. Make the meetings important by giving them information that is applicable to them personally. Communicate information about benefits, stock price (if you have a stock option plan) and changes in company policy. So many times people learn about company programs and organizational changes long after they have been implemented. You can make a

difference by giving them timely information. Share articles from industry publications so they know what the competition is doing. Never waste an opportunity to make a meeting count. Ask employees to share feedback and ideas. Use the meetings to make them feel important.

### 3. Encourage ongoing education

You can also increase retention by creating a learning organization. This can be done in formal or informal ways. Maybe you don't have the budget for a training specialist onsite. Here again, take advantage of your employee meetings. Have managers and supervisors from other areas come and talk to your group about their expertise. Encourage employees to take advantage of your tuition reimbursement program if you have one. Find out what they want to learn about and tell them where they can learn more about it. Direct them to a local career counselor if they are unsure. The idea is to show them that you care about their goals. Also, for local learning, use open-book management to educate your team about your company's goals, stock price, Internet site, benefit programs, etc. Never assume that they know these things. By getting involved in their education, you are reinforcing that the company cares about them. I have worked for organizations with two very different approaches to sharing company information. What I have found is that employees respond favorably to learning about the goals of their organization. This is also a great marketing tool for your employee stock purchase or profit sharing plan.

### 4. Cross-train employees

Use cross-training as a retention tool. You are not only molding the future leaders of your company, but you are also creating a group of people who can do anything you need them to do. This creates a sense of pride and teamwork, keeping entry-level workers from reaching burnout as quickly. Cross training is important in creating the team. As employees adjust to the culture of your organization, their thinking goes from "How is my performance?" to "How is my team's performance?"

### 5. Recognize a job well done

Retain employees by sharing successes and learning from failures. Be sure that you give credit where credit is due. Informal feedback can go a long way. Recognition programs are also a great way to motivate people, but a sincere "good job" makes a difference. Never underestimate the power of a positive word. By the same token, when employees make mistakes, don't reprimand them harshly. Explain how they need to change, but be sure to end your discussion on a positive note. Don't forget that you are human, too, and that you make mistakes.

In many instances, I have witnessed entry-level workers with the most mundane work who have the best attitudes and spirit of teamwork. They attribute their happiness and success to their manager who is continuously motivating them. One innovative thing a manager did to motivate her team was to photocopy her hand and routinely distribute a copy to employees. She calls it a "pat on the back." This inexpensive positive reinforcement is an amazing and exciting phenomenon.

## 6. Set attainable goals

You can retain employees by giving them goals. Set realistic goals; post them and consistently review them with your team. Explain the goals clearly and tell them how to win. People can't be expected to reach the finish line if they don't know where it is or how to get there. Don't assume that your employees know your expectations either. After they understand what's expected, hold them accountable.

## 7. Be a company of inclusion

Finally, you can improve retention by involving your employees in the decision-making process. Ask for suggestions and take them seriously. Explore the advantages and disadvantages of each suggestion with your employees. You'll not only show them you value their ideas, but that they add value to the team. You may reduce your operating costs by implementing feasible suggestions. Even giving employees the ability to change their lunchtime by 30 minutes or an hour can be the difference between a happy employee and a frustrated one. This is a simple example of change that doesn't even take extra money out of your budget. There are many ways you can improve your retention rate. You will not have to spend as much time interviewing applicants and training new people due to turnover if you spend a little extra time at the beginning. Set employees up for success by giving them a proper orientation. Then show them you value them by giving them good communication and timely feedback. Help them to continue learning by getting them involved in appropriate training and/or turning your staff meetings into mini training sessions. Finally, you need to make sure to involve your employees in the decision-making process. A happy employee is a loyal employee. You will retain people for life by showing them they are valued.

Stacey Bledsoe is human resources coordinator for McKessonHBOC Medical Group, a world provider of pharmaceutical and medical-surgical supply management.

## **Purposes of Orientation**

Orientation isn't a nicety! It is used for the following purposes:

### **1. To Reduce Startup-Costs**

Proper orientation can help the employee get "up to speed" much more quickly, thereby reducing the costs associated with learning the job.

### **2. To Reduce Anxiety**

Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability to learn to do the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation, and helps provide guidelines for behavior and conduct, so the employee doesn't have to experience the stress of guessing.

### **3. To Reduce Employee Turnover**

Employee turnover increases as employees feel they are not valued, or are put in positions where they can't possibly do their jobs. Orientation shows that the organization values the employee, and help provide tools necessary for succeeding in the job.

### **4. To Save Time For Supervisors & Co-Workers**

Simply put, the better the initial orientation, the less likely supervisors and co-workers will have to spend time teaching the employee.

### **5. To Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction**

It is important that employees learn early on what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging.

## **Some Tips**

1. Orientation should begin with the most important information (basic job survival).
2. Orientation should emphasize people as well as procedures and things. Employees should have a chance to get to know people and their approaches and styles in both social and work settings.



3. Buddy an employee to a more experienced person, but make sure the more experienced person wants to buddy up, and has the inter-personal skills. This provides ongoing support.
4. Introduce employees to both information and people in a controlled way. A new employee can't absorb everything at once, so don't waste your time. Space out introductions.

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# **INTERNATIONAL PERSONNEL MANAGEMENT ASSOCIATION (IPMA) GUIDELINES**

## **Hiring a new employee?**

Hiring a new employee? Business coach Peter Cairo says it's in your best interest to help your investment survive the critical transition period.

So, after months of blood, sweat, and tears—and thousands of dollars in recruiting costs—you've filled that critical position in your department. Now that your "secret weapon" is setting up his office you can finally relax and pat yourself on the back for a job well done . . . right? Wrong! The real work has only begun. It's up to you to help him navigate the often choppy waters of his next phase: the transition period.

This is the point at which too many organizations drop the ball, says Peter Cairo, executive coach and partner of CDR International. And that makes poor financial sense. After all, you've invested too much money in your new employee to just throw him in the deep end of the pool and let him "sink or swim."

"Most organizations recognize the fact that people need help managing the transition period, but they don't give it a commensurate level of attention," he explains. "They may offer an orientation period that's focused on trivialities like where to find the key to the men's or ladies' room! The issues that really matter are often ignored . . . but the employer who really wants his or her new hire to succeed will address them directly and immediately."

Furthermore, he adds, every type of new employee needs transition support—not just "outsiders" brought in from a different organization. This applies to transferred individuals, the person promoted from another department, even the individual contributor who is given a new management responsibilities.

"People tend to assume, 'Oh, Steve's done an outstanding job in his old position for the past five years so he'll step up to the plate'," says Cairo. "But that's often a flawed assumption. There can be tremendous cultural differences from one division to another, the people one must network with can be very different and managing people after years of being responsible for only your own results poses tremendous challenges. The amount of support needed will vary depending on where the new hire came from, but the steps are basically the same."

## **Seven Ways to Help Your New Employee Make the Transition**

1. Clarify your expectations up front.  
Don't assume your new employee knows exactly what he's been hired to do. He doesn't, and he may not feel comfortable asking. You should take the initiative in bringing up the subject. Many organizations provide a written job description, but even the most thorough document invariably leaves something out. Go over your expectations point-by-point and make sure your new hire understands and is comfortable with them.

2. Don't assume qualifications equal success.  
Just because an employee is well-qualified doesn't mean she will take to the new job like a duck to water. She may be tremendously strong in one area (i.e., planning) but weaker in another area (i.e., communication) that's just as critical to success in her new job. Watch for signs of weakness and begin coaching her right away on how to solve these problems.
3. Spell out important points about goals and organizational dynamics.  
Have a thorough discussion with your new hire about goals and organization culture. Be sure to cover "big picture" topics like overall strategy and projections. Never assume he already knows the basics, even if he's coming from another department. Knowledge and culture differ from department to department. It's better to address these issues up front than to assume your new hire will ask about them or pick them up through trial and error (which can be dangerous!).
4. Clarify your expectations up front.  
Don't assume your new employee knows exactly what he's been hired to do. He doesn't, and he may not feel comfortable asking. You should take the initiative in bringing up the subject. Many organizations provide a written job description, but even the most thorough document invariably leaves something out. Go over your expectations point-by-point and make sure your new hire understands and is comfortable with them.
5. Be honest about potential pitfalls and past mistakes.  
Most organizations aren't good at talking about their failures. But often these are the most valuable learning experiences of all! Talk to your new hire about former employees who quit or were fired and explain what went wrong and why. If necessary, review your notes from past exit interviews. What's that? You don't hold exit interviews? Start now. Organizations that don't learn from their mistakes are doomed to repeat them.
6. Hold regular assimilation reviews.  
Common wisdom says the "honeymoon period" lasts six months. During that time you should hold regular meetings with your new hire—say, once a month—to discuss his new job, review his early performance and ask for feedback. Knowing this meeting is on the horizon will help both of you to stay focused on the success of his transition. . . and ultimately, his success as a valuable, contributing employee.
7. Make coaching resources available before there's a crisis.  
Too many companies wait until an employee is in serious trouble or on the verge of quitting before they finally take action. Don't be one of them! Be sure your new employee is "coached" up front during her transition period. As her employer, you are likely the most motivated to see her succeed, therefore, you should probably establish yourself as her coach. It's often a good idea to bring in a professional executive coach.

“Finding good employees is too difficult—and too expensive—to let one go without a fight,” Cairo declares. “Make it your personal goal to work side by side with your new hire until he learns the ropes and establishes credibility within the organization. Do whatever you have to do to help your new hire thrive during the critical transition period and I guarantee your efforts will pay off in the long run.”

CDR International, Inc. is a leading global provider of in-house executive education, coaching, and consulting projects. The firm is coordinated by Richard Aldersea, CEA, and manager by its three founding partners. David Dotlich, Peter Cairo, and Stephen Rhinesmith.

# ***WORKING FOR MICHIGAN***

***A Guide to State Agencies  
and Their Job Opportunities***



***MICHIGAN DEPARTMENT  
OF  
CIVIL SERVICE***

***Bureau of Human Resource Services***

***January 2002***

## ***Working for Michigan***

There are many rewards for working for the State of Michigan: excellent pay and benefits, paid holidays and vacations, continuous training and career development, and a portable retirement plan. State employees also have the satisfaction of serving the people of the Great Lakes State.

State government employs a large workforce with diverse skills. This brochure describes what each department does and lists their most frequently needed positions. Certain jobs are found in almost every state agency. These are shown below and will not appear in the individual department descriptions, unless they are particularly numerous in the agency.

### ***Common Job Titles***

- ◆ Accountant
- ◆ Accounting Assistant
- ◆ Accounting Technician
- ◆ Auditor
- ◆ Calculations Assistant
- ◆ Data Coding Operator
- ◆ Departmental Analyst
- ◆ Departmental Manager
- ◆ Departmental Technician
- ◆ Executive Secretary
- ◆ General Office Assistant
- ◆ Information Technology Programmer/Analyst
- ◆ Information Technology Technician
- ◆ Janitor
- ◆ Maintenance Mechanic
- ◆ Office Supervisor
- ◆ Personnel Management Analyst
- ◆ Personnel Management Assistant
- ◆ Secretary
- ◆ State Bureau/Division/Office Administrator
- ◆ Storekeeper
- ◆ Student Assistant
- ◆ Word Processing Assistant

# ***Agriculture***

742 Employees

The Michigan Department of Agriculture (MDA) inspects retail and processing facilities to ensure food safety and wholesomeness. Field and laboratory scientists sample and test foods and motor fuels sold in Michigan. MDA enforces laws dealing with food, agricultural products, pesticides, plant pest management, and groundwater.

The MDA is responsible for livestock and poultry disease control management, the humane treatment of animals, and regulation of pari-mutuel horse racing. The MDA assists in the conservation and development of soil and water resources. It also works with the agriculture industry to promote and market Michigan products.

## ***Typical Job Titles***

- ◆ Dairy Industry Field Scientist
- ◆ Environmental Sanitarian
- ◆ Food Industry Field Scientist
- ◆ Fruit/Vegetable Inspector
- ◆ Laboratory Scientist
- ◆ Laboratory Technician
- ◆ Laborer
- ◆ Metrologist
- ◆ Plant Industry Field Scientist
- ◆ Resources Analyst
- ◆ Veterinarian
- ◆ Weights/Measures Inspector

## ***Job Locations***

Central Office: Lansing  
Other Offices: Escanaba, Grand Rapids,  
Saginaw, St. Joseph, Southfield, and  
Traverse City

## ***Web Address:***

[www.mda.state.mi.us/employment/](http://www.mda.state.mi.us/employment/)

## ***Attorney General***

552 Employees

The Attorney General is the chief lawyer for the State of Michigan. When public legal matters arise, the Attorney General renders opinions on matters of law and provides legal counsel for the legislature and for each officer, department, board, and commission of state government.

The Attorney General provides legal representation in court actions and assists in the conduct of official hearings held by state agencies. In addition, the agency may intervene in any lawsuit, criminal or civil, when the interest of the people of the State of Michigan requires it. The Attorney General also possesses some investigative powers, including the power to investigate allegations of election fraud.

### ***Typical Job Titles***

- ◆ Attorney General Investigator
- ◆ Legal Secretary
- ◆ Paralegal
- ◆ Staff Attorney/Senior Attorney

### ***Job Locations***

Main Office: Lansing  
Other Office: Detroit

### ***Web Address:***

[www.ag.state.mi.us](http://www.ag.state.mi.us)



## ***Auditor General***

184 Employees

The Office of the Auditor General was established by the state constitution within the legislative branch of state government. It is responsible for conducting financial and performance audits of state government operations. The resulting audit reports provide a continuing flow of information to assist the legislature in its oversight of state government, providing citizens with a measure of accountability.

Audits also assist state agencies in improving the financial management and the effectiveness, efficiency, and economy of their activities and programs. The Office of the Auditor General is divided into four areas of responsibility. The largest area, the Bureau of Audit Operations, is responsible for planning and conducting audits and reporting audit results. The other three areas provide support services.

### ***Typical Job Titles***

- ◆ Assistant Auditor General
- ◆ Auditor

### ***Job Locations***

Central Office: Lansing

### ***Web Address:***

[www.state.mi.us/audgen/](http://www.state.mi.us/audgen/)

## ***Career Development***

1,075 Employees

The Michigan Department of Career Development is the state's workforce development agency. In cooperation with Michigan Works! Agencies, the department helps workers find jobs and helps employers recruit and train skilled workers.

The department focuses on providing resources and supporting efforts to increase the skill levels of Michigan workers in this fast-paced economy. Career Development offers the job search program (Michigan Talent Bank), the welfare-to-work program (Work-First), veterans' employment, rehabilitation, and other workforce development services. A special emphasis is placed on providing students and residents with information about job opportunities and career pathways.

### ***Typical Job Titles***

- ◆ Economic Analyst
- ◆ Employment Counselor
- ◆ Employment Interviewer
- ◆ Employment Service Analyst
- ◆ Migrant Services Workers
- ◆ Rehabilitation Consultant
- ◆ Rehabilitation Counselor
- ◆ Trades Instructor

### ***Job Locations***

Central Office: Lansing  
Employment Service and Rehabilitation Services: Most Counties

### ***Web Address:***

[www.state.mi.us/career/](http://www.state.mi.us/career/)

## ***Civil Rights***

167 Employees

The Department of Civil Rights, under the Michigan Civil Rights Commission, works to eliminate and prevent discrimination. It accomplishes this by investigating complaints filed under state civil rights laws and through conciliation and hearings. The department works to prevent discrimination through educational and coalition-building activities, by resolving complaints informally, and by intervening in community tensions. The agency also advises employers and prospective state contractors on civil rights laws and equal opportunity standards, and prepares materials on civil rights laws and services.

### ***Typical Job Titles***

- ◆ Administrative Law Examiner/Specialist
- ◆ Rights Representative

### ***Job Locations***

Battle Creek, Benton Harbor, Detroit, Flint, Grand Rapids, Lansing, Kalamazoo, Marquette, Saginaw, and Traverse City

### ***Web Address***

[www.mdcr.state.mi.us](http://www.mdcr.state.mi.us)

## ***Civil Service***

208 Employees

The Department of Civil Service functions as the central human resources agency for Michigan state government. It is responsible for recruiting candidates to work for the state, reviewing the qualifications of job applicants, developing and administering examinations, maintaining applicant pools, and referring names of qualified candidates to state departments for hiring. The department also classifies jobs according to their functions, establishes rates of pay, and administers hearing procedures for employees, as well as appeals of Civil Service actions. Civil Service also coordinates the state's central programs for employee training and equal employment opportunity.

### ***Typical Job Titles***

- ◆ Human Resource Manager
- ◆ Personnel Management Analyst/Specialist
- ◆ Personnel Management Assistant

### ***Job Locations***

Central Office: Lansing  
Regional Office: Detroit

### ***Web Address***

[www.state.mi.us/mdcs](http://www.state.mi.us/mdcs)

## ***Community Health***

5,800 Employees

The Department of Community Health (DCH) is responsible for the development of state health policy and the management of the state's publicly funded health service systems. DCH provides and coordinates mental health services for individuals with a mental illness, developmental disability, or a substance abuse problem. It funds drug law enforcement, treatment, education, and prevention programs, and administers the crime victims' rights fund. DCH is responsible for health needs assessment, health promotion, disease prevention, and accessibility to appropriate health care for all residents. It also provides Medicaid health care coverage for people with limited incomes and promotes the independence and dignity of older persons.

### ***Typical Job Titles***

- ◆ Clinical Social Worker
- ◆ Epidemiologist
- ◆ Forensic Security Aide
- ◆ Laboratory Scientist
- ◆ Medicaid Utilization Analyst
- ◆ Medical Benefits Reviewer
- ◆ Microbiologist
- ◆ Physician
- ◆ Psychologist
- ◆ Public Health Consultant
- ◆ Registered Nurse
- ◆ Resident Care Aide

### ***Job Locations***

Central Office: Lansing

Facilities: Caro, Kalamazoo, Mt. Pleasant, Northville, Westland, and Ypsillanti

### ***Web Address***

[www.mdch.state.mi.us/jobs/](http://www.mdch.state.mi.us/jobs/)

## ***Consumer and Industry Services***

2,676 Employees

The Department of Consumer and Industry Services (CIS) licenses and regulates business, enforces business laws, and regulates utility rates. CIS applies laws relative to securities, franchises and corporations. The department also regulates the insurance and banking industries. CIS enforces fire safety and industrial safety laws and provides training to employers. In addition, it applies construction safety codes and investigates health hazards in industrial plants, landfills, and health facilities. CIS also licenses individuals entering certain occupations and administers the Workers' Compensation Act.

### ***Typical Job Titles***

- ◆ Administrative Law Examiner
- ◆ Architect
- ◆ Child Welfare Consultant
- ◆ Electrical Inspector
- ◆ Financial Institutions Examiner
- ◆ Fire Safety Inspector
- ◆ Health Care Surveyor
- ◆ Hearings Reporter
- ◆ Industrial Hygienist
- ◆ Labor Mediator
- ◆ Nurse Consultant
- ◆ Land Surveyor
- ◆ Pharmacist
- ◆ Physicist

### ***Job Locations***

Central Office: Lansing  
Other Offices: Detroit, Farmington, Grand Rapids, Gaylord

### ***Web Address***

[www.cis.state.mi.us/agencies.htm](http://www.cis.state.mi.us/agencies.htm)

## ***Corrections***

18,195 Employees

The Department of Corrections (DOC) protects the public by isolating and supervising convicted adult felons. The DOC has jurisdiction over all adults convicted of felony crimes who are sentenced to prison for at least 12 months. The department operates 44 prisons, 13 prison camps, supervises prisoners in halfway houses, and monitors individuals on home confinement with electronic devices. Convicted felons not sentenced to prison are supervised in the community through the state probation system. The DOC also operates the Special Alternative Incarceration program, or “Boot Camp,” for first-time offenders.

### ***Typical Job Titles***

- ◆ Corrections Officer
- ◆ Corrections Medical Aide
- ◆ Dental Hygienist
- ◆ Electrician
- ◆ Food Service Leader
- ◆ Industries Production Leader
- ◆ Institution Chaplain
- ◆ Librarian
- ◆ Parole/Probation Officer
- ◆ Prison Counselor
- ◆ Psychologist
- ◆ Registered Nurse
- ◆ School Teacher
- ◆ Storekeeper
- ◆ Trades Instructor

### ***Job Locations***

Central Office: Lansing  
Facilities and Field Offices: Across State

### ***Web Address***

[www.state.mi.us/mdoc](http://www.state.mi.us/mdoc)

## ***Education***

383 Employees

The Department of Education is the administrative arm of the State Board of Education, implementing federal and state legislative mandates in the field of education. The department is composed of offices providing specialized services and outreach to the citizens of Michigan. Areas of service include field services, special education, career and technical education, professional preparation and certification, community services, post secondary education, assessment and accreditation, and charter schools. Additionally, the department provides consulting services to school districts, and operates the Michigan School for the Deaf and Blind.

### ***Typical Job Titles***

- ◆ Educational Consultant
- ◆ Education Field Services Consultant
- ◆ Education Research Consultant
- ◆ Education Specialist
- ◆ Higher Education Consultant
- ◆ Management Consultant
- ◆ Resident Care Aide
- ◆ School Principal
- ◆ School District Consultant
- ◆ Special Education Consultant
- ◆ Special Education Teacher
- ◆ Vocational Education Consultant

### ***Job Locations***

Central Office: Lansing  
School for the Deaf and Blind: Flint

### ***Web Address***

[www.mde.state.mi.us](http://www.mde.state.mi.us)



# ***Environmental Quality***

1,608 Employees

The Department of Environmental Quality (DEQ) enforces environmental laws, monitors pollution sources, oversees pollution cleanup, and conserves water and mineral resources. DEQ monitors air quality and develops programs to control air emissions. It also develops water quality standards, assesses water quality, and controls waste discharge. DEQ administers programs for controlling the disposal of hazardous and non-hazardous waste and funds and oversees the cleanup and revitalization of contaminated sites. The department also oversees oil, gas, and mineral products and reviews construction near lakes, streams, wetlands, and dunes to protect sensitive land and water features.

## ***Typical Job Titles***

- ◆ Aquatic Biologist
- ◆ Engineering Technician
- ◆ Environmental Engineer
- ◆ Environmental Quality Analyst
- ◆ Environmental Sanitarian
- ◆ General Engineer
- ◆ Geological Technician
- ◆ Geologist
- ◆ Storage Inspector
- ◆ Laboratory Scientist
- ◆ Laboratory Technician
- ◆ Resources Analyst
- ◆ Toxicologist
- ◆ Water Quality Technician

## ***Job Locations***

Central Office: Lansing  
District Offices: Across State

## ***Web Address***

[www.deq.state.mi.us](http://www.deq.state.mi.us)

# ***Family Independence Agency***

13,066 Employees

The Family Independence Agency (FIA) helps individuals and families meet financial, medical, and social needs; assists people to become self-sufficient; and helps protect children and adults from abuse and neglect. FIA also provides foster care placement for children and supervises adoptive placement of state wards. It also provides placement and counseling to delinquent youth and services to runaway and homeless youth. The department prevents and investigates child and elder abuse and develops programs to address domestic violence. The agency distributes cash assistance and food stamps to low-income families and provides job training to help them become self-supporting.

## ***Typical Job Titles***

- ◆ Assistance Payments Worker
- ◆ Blind Rehabilitation Instructor
- ◆ Child Support Specialist
- ◆ Disability Examiner
- ◆ Family Independence Specialist
- ◆ Home Aide
- ◆ Migrant Services Worker
- ◆ Quality Control Analyst
- ◆ Regulation Agent
- ◆ Resource Program Analyst
- ◆ Social Services Specialist
- ◆ Social Work Specialist
- ◆ Welfare Services Specialist
- ◆ Youth Aide
- ◆ Youth Group Leader

## ***Job Locations***

Central Office: Lansing  
Branch Offices: All Counties

## ***Web Address***

[www.mfia.state.mi.us](http://www.mfia.state.mi.us)

## ***History, Arts and Libraries***

302 Employees

The Department of History, Arts, and Libraries was newly formed by Executive Order in October of 2001. It consists of the Michigan Historical Center, the Library of Michigan, the Michigan Council for Arts and Cultural Affairs, Michigan Film and Television Services, and the Mackinac Island State Parks Commission.

### ***Typical Job Titles***

- ◆ Accountant
- ◆ Account Assistant
- ◆ Archaeologist
- ◆ Historian
- ◆ Historian Manager
- ◆ History Specialist
- ◆ Librarian
- ◆ Librarian Manager
- ◆ Library Assistant
- ◆ Library Consultant
- ◆ Library Technician
- ◆ Maintenance Mechanic
- ◆ Park & Recreation Ranger
- ◆ Park & Recreation Manager
- ◆ Promotional Agent

### ***Job Locations***

Central Office: Lansing  
Mackinaw City

### ***Web Address***

[www.dhal.org](http://www.dhal.org)

## ***Information Technology***

The Department of Information Technology (DIT) was formed by Executive Order in January 2002. It consolidates all state computer hardware, software development, and telecommunications system functions into a single department providing software application development and maintenance; management and support of desktop computers, mainframes and servers; IT contract, project, and procurement management; IT planning and budget management; and telecommunication services, security, infrastructure, and support.

### ***Typical Job Titles***

- ◆ Information Technology Technician
- ◆ Information Technology Programmer/Analyst
- ◆ Information Technology Manager
- ◆ Information Technology Specialist
- ◆ Information Technology Supervisor

### ***Job Locations***

Various Locations

## ***Lottery***

193 Employees

The Bureau of State Lottery generates millions of dollars of revenue annually for the State School Aid Fund through the operation of a statewide lottery. The bureau licenses the retailers that carry the lottery products, makes payments to winning ticket holders, calculates and issues commission payments to retailers, and promotes the lottery to achieve maximum player awareness and participation. The bureau is also responsible for licensing and ensuring the proper conduct of gaming events such as bingo games, raffles, and millionaire parties that are used as a source of fundraising for charitable, non-profit organizations.

### ***Typical Job Titles***

- ◆ Lottery District Sales Representative
- ◆ Lottery Regional Sales Manager
- ◆ Promotional Specialist
- ◆ Regulation Agent

### ***Job Locations***

Central Office: Lansing

Regional Offices: Bridgeport, Detroit, Redford, Sterling Heights, and Wyoming

### ***Web Address***

[www.state.mi.us/milottery](http://www.state.mi.us/milottery)

## ***Management and Budget***

1,598 Employees

The Department of Management and Budget (DMB) is an interdepartmental service and management agency. DMB provides financial management, property management, capital facility development, procurement, retirement functions, demographic functions, geographic information, and office support services to state agencies. The State Budget Director prepares, presents, and executes the state budget on behalf of the Governor.

### ***Typical Job Titles***

- ◆ Accountant
- ◆ Automotive Mechanic
- ◆ Building Construction Project Superintendent
- ◆ Buyer
- ◆ Carpenter
- ◆ Electrician
- ◆ Facilities Supervisor
- ◆ Financial Analyst/Specialist
- ◆ Maintenance Mechanic
- ◆ Motor Vehicle Operator
- ◆ Painter
- ◆ Reproduction Machines Operator
- ◆ Storekeeper

### ***Job Locations***

Detroit, Dimondale, and Lansing

### ***Web Address***

[www.state.mi.us/dmb](http://www.state.mi.us/dmb)

# ***Michigan State Housing Development Authority***

292 Employees

The Michigan State Housing Development Authority (MSHDA) finances affordable housing for low-and moderate-income families in Michigan. It also administers various federal housing programs. MSHDA works with other government agencies and the private sector to address a wide range of housing needs for people living throughout the state, especially in distressed communities.

## ***Typical Job Titles***

- ◆ Building Construction Project Superintendent
- ◆ Departmental Technician
- ◆ Financial Analyst
- ◆ Property Analyst
- ◆ Property Manager

## ***Job Locations***

Central Office: Lansing  
Branch Offices: Bay City, Detroit, Flint, Grayling, and Pontiac

## ***Web Address***

[www.mshda.org](http://www.mshda.org)

## ***Military and Veterans Affairs***

977 Employees

The Department of Military and Veterans Affairs administers support services to the Michigan National Guard and cares for the needs of Michigan veterans. The department is composed of the Michigan Army National Guard, the Michigan National Guard, and the Veterans' Affairs Directorate.

The Michigan National Guard is under the command of the Governor and is available to perform civil relief and combat-ready forces during times of national emergency. The department administers two veterans' homes, with up to 1,000 residents, and the Veterans' Trust Fund. The Trust Fund provides temporary assistance during times of emergency and tuition assistance for children of disabled veterans or veterans who died in active duty.

### ***Typical Job Titles***

- ◆ Activities Therapy Aide
- ◆ Cook
- ◆ Laborer
- ◆ Physical Therapy Aide
- ◆ Practical Nurse-Licensed
- ◆ Resident Nurse Manager
- ◆ Resident Care Aide

### ***Job Locations***

Headquarters: Lansing  
Veterans' Homes: Grand Rapids and Marquette  
National Guard Training Bases: Alpena, Battle Creek, Grayling, and Mt. Clemens

### ***Web Address***

[www.michguard.com/default.htm](http://www.michguard.com/default.htm)



## ***Natural Resources***

1,622 Employees

The Department of Natural Resources (DNR) conserves natural resources and provides outdoor opportunities to the state's citizens and visitors. The DNR is a large, complex department composed of 12 divisions. It is based in Lansing, with employees located throughout the state at various field/district offices. At one time, the DNR was viewed mainly as a fish and game regulation department. While it is still responsible for enforcing these laws, its authority now extends to the conservation, preservation, and maintenance of forests, parks, recreation areas, minerals, and virtually all state-owned lands.

### ***Typical Job Titles***

- ◆ Conservation Officer
- ◆ Farmer
- ◆ Fisheries Biologist
- ◆ Fisheries Technician
- ◆ Forest Fire Officer
- ◆ Forester
- ◆ Forest Technician
- ◆ Laborer
- ◆ Landscape Designer
- ◆ Park Interpreter
- ◆ Park and Recreation Ranger
- ◆ Resources Analyst
- ◆ Wildlife Biologist
- ◆ Wildlife Technician

### ***Job Locations***

Central Office: Lansing  
Field Offices: Most Counties

### ***Web Address***

[www.dnr.state.mi.us](http://www.dnr.state.mi.us)

## ***State***

2,292 Employees

The Department of State (DOS) administers policies relating to motor vehicles, including licensing drivers and titling and registering motor vehicles. It provides important consumer protection services for automobile owners by licensing automobile dealers, repair facilities, and mechanics. The DOS also supervises state elections, regulates campaign finance activities, and registers lobbyists. As keeper of the Great Seal of the State of Michigan, the Secretary of State provides the highest level of document certification in the state.

### ***Typical Job Titles***

- ◆ Administrative Law Examiner
- ◆ Department of State Aide
- ◆ Department of State Branch Supervisor
- ◆ Microfilm Machine Operator
- ◆ Regulation Agent
- ◆ State Services Assistant

### ***Job Locations***

Central Office: Lansing  
Branch Offices: All Counties

### ***Web Address***

[www.sos.state.mi.us](http://www.sos.state.mi.us)

## ***State Police***

3,205 Employees

The Michigan State Police (MSP) sets the standard for professional law enforcement in Michigan. It investigates criminal activity, supports local law enforcement agencies, and patrols Michigan roads to ensure public safety. The MSP also enforces trucking laws and inspects school buses for safety. In addition, the MSP advises citizens on property security and crime prevention, handles arson investigations, and coordinates disaster relief efforts. The State Police work with local and federal agencies to prevent and investigate auto theft, organized crime, and drug trafficking. It also operates state-of-the-art crime laboratories, fingerprint identification, and communications systems.

### ***Typical Job Titles***

- ◆ Emergency Dispatcher
- ◆ Fingerprint Technician
- ◆ Laboratory Scientist
- ◆ Motor Carrier Investigator
- ◆ Motor Carrier Officer
- ◆ Regulation Agent
- ◆ State Police Detective
- ◆ State Police Lieutenant
- ◆ State Police Sergeant
- ◆ State Police Trooper
- ◆ State Properties Security Officer

### ***Job Locations***

Administrative Offices: East Lansing  
District Offices: 7, Laboratories: 7,  
Posts: 64 Across the State

### ***Web Address***

[www.msp.state.mi.us/humanresources/career.html](http://www.msp.state.mi.us/humanresources/career.html)

## ***Transportation***

3,387 Employees

The Department of Transportation (MDOT) has primary responsibility for the planning, design, construction, maintenance, and administration of all modes of transportation in the state. MDOT is responsible for day-to-day highway maintenance, traffic planning, purchasing right-of-ways, inspecting and managing highway construction projects, studying environmental impacts, and material research. It also develops and implements a comprehensive transportation plan for the state and oversees the regulation of public air, bus, rail, and water transportation systems.

### ***Typical Job Titles***

- ◆ Automotive Mechanic
- ◆ Bridge Worker
- ◆ Construction Aide
- ◆ Construction Technician
- ◆ Drafting Technician
- ◆ Engineering Technician
- ◆ Laborer
- ◆ Land Surveyor
- ◆ Property Analyst
- ◆ Railroad Safety Inspector
- ◆ Steeplejack
- ◆ Surveying Technician
- ◆ Traffic Technician
- ◆ Transportation Engineer
- ◆ Transportation Maintenance Worker
- ◆ Transportation Planner

### ***Job Locations***

Central Office: Lansing

Regional Offices: Escanaba, Gaylord, Grand Rapids, Jackson, Kalamazoo, Saginaw, and Southfield

### ***Web Address***

[www.mdot.state.mi.us/](http://www.mdot.state.mi.us/)

## ***Treasury***

1,609 Employees

The Department of Treasury collects, refunds, and audits state revenues and enforces the tax laws of the state. It collects delinquent accounts for all state departments and invests the common cash, trust, and retirement funds of the state. Treasury also provides support services to local government in the administration of property tax laws, safeguarding local government credit, auditing county and municipal finances, and caring for abandoned property through escheat. In addition, Treasury provides support services to the Municipal Bond Authority, Hospital Finance Authority, Michigan Higher Education Assistance Authority, Michigan Higher Education Student Loan Authority, and Michigan Education Trust.

### ***Typical Job Titles***

- ◆ Account Examiner
- ◆ Accountant
- ◆ Accounting Technician
- ◆ Auditor
- ◆ Calculations Assistant
- ◆ Data Coding Operator
- ◆ Financial Analyst
- ◆ Higher Education Consultant
- ◆ Promotional Agent
- ◆ Property Analyst
- ◆ Storekeeper
- ◆ Treasury Investment Analyst

### ***Job Locations***

Central Office: Lansing

Field Offices: Detroit, Escanaba, Flint, Grand Rapids, Kalamazoo, Marquette, Muskegon, Pontiac, Saginaw, and Traverse City

### ***Web Address***

[www.treas.state.mi.us](http://www.treas.state.mi.us)

# ***Unemployment Agency***

1,139 Employees

The Unemployment Agency operates the state's unemployment insurance program. Through its statewide network of local offices, the agency issues unemployment benefits to eligible jobless workers and administers a system for collecting unemployment insurance taxes from employers.

## ***Typical Job Titles***

- ◆ Account Examiner
- ◆ Accounting Technician
- ◆ Administrative Law Examiner
- ◆ Liability Examiner
- ◆ Regulation Agent
- ◆ Unemployment Agency Branch Manager
- ◆ Unemployment Claims Examiner
- ◆ Unemployment Claims Interviewer
- ◆ Unemployment Insurance Analyst

## ***Job Locations***

Central Office: Detroit  
Branch Offices: Most Counties

## ***Web Address***

[www.cis.state.mi.us/ua](http://www.cis.state.mi.us/ua)

***The State of Michigan is an  
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**DRUG TESTING POLICY:** All persons offered employment in the classified service are required to submit to and pass a pre-employment drug test as a condition of employment.

This document is available in alternative accessible formats to individuals with disabilities.  
TTY: (517) 335-0191

# **Michigan Department of Civil Service**

## **Bureau of Human Resource Services**

### **Lansing Office**

Capitol Commons Center

400 S. Pine Street

P.O. Box 30002

Lansing, Michigan 48909

(800) 788-1766 (Voice)

(517) 373-3030 (Voice)

(517) 373-7690 (Fax)

(517) 335-0191 (TTY)

### **Detroit Regional Office**

Cadillac Place

3042 W. Grand River Blvd, Suite 4-400

Detroit, Michigan 48202-6042

(313) 456-4400 (Voice)

(313) 456-4411 (Fax)

(313) 456-4409 (TDD)

### **Web Address**

[www.michigan.gov/mdcs](http://www.michigan.gov/mdcs)